



RETURNING MIGRANTS' ECONOMIC REINTEGRATION: MAPPING OF STAKEHOLDERS, PROGRAMMES AND POTENTIAL PARTNERSHIPS

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ALTAI CONSULTING FOR THE EUTF – 2023



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1. LIST OF ACTORS MET

The different testimonies were collected with verbal consent and in accordance with the principles of confidentiality and anonymity.

Type of actor	Organization	Position	Date of (last) meeting
IP / donor	EUD	Head of cooperation Private sector development and Trade program officer	10/05/2022
IP / donor	IOM	Head of Office Head of Program Program Officer Project Officer Reintegration Officer	10/11/2022
IP / donor	AVSI	Country Representative	10/05/2022
IP / donor	Entrepreneurs du Monde	Social Microfinance Development Officer	10/06/2022
IP / donor	GIZ	Team Leader TVET Senior TVET Officer	10/18/2022
IP / donor	UNIDO	TVET specialist Project Manager	10/07/2022
IP / donor	UNDP	Youth Technical Specialist	10/10/2022
Government Partner	Ministry of Labor and Social Security	Deputy Commissioner of Labor Labor Migration Unit Director Head of central employment exchange Unit Head of Labor Migration Unit	10/14/2022
Government Partner	Ministry of Youth	Minister	10/17/2022
Government Partner	Ministry of Technical and Higher Education	TVET Director	10/18/2022
Government Partner	Immigration department	Head of Immigration Department Head of Borders	10/21/2022
Government Partner	Ministry of Agriculture and Forestry	Director General	10/20/2022
Government Partner	National Youth Commission	Commissioner Program Manager	10/13/2022
Government Partner	Ministry of Social Welfare	Assistant Director Registerer for returnees	10/20/2022
Government Partner	Ministry of Trade and Industry	Chief Director & Professional Head	10/20/2022

Government Partner	Ministry of Internal Affairs	Officer	10/21/2022
Government Partner	NCTVA	Deputy Exams Officer Administrative Officer	10/14/2022
Government Partner	Small and Medium Enterprises Development Agency	Chief Executive Officer	10/21/2022
Government Partner	Central Bank	Director of Financial Sector Development Unit	11/17/2022
IP / donor	IFAD	Country representative	10/21/2022
IP / donor	African Development bank	Principal Social Development Officer	10/12/2022
IP / donor	ILO	Chief Technical Adviser	10/13/2022
IP / donor	FAO	Assistant Representative	10/12/2022
IP / donor	World Bank	Senior Education Specialist Project Officers	10/28/2022
IP / donor	UNCDF	Country Lead	10/13/2022
NGO	World Hope International	Program Officer	10/17/2022
NGO	Catholic Relief Service	Head of Programming	10/20/2022
NGO	AIDE, former Cordaid	Country Director	11/10/2022
CSO	Employers Federation	Executive Secretary	10/20/2022
CSO	ANAIMS	Founder	10/12/2022
CSO	TVET coalition	Vice-chair	10/11/2022
CSO	SLAMFI	Executive Secretary	10/13/2022
Company	Job Search	Director	10/11/2022
Company	Craft Human Resources	Director	11/17/2022
Company	LBD Group	Chief Executive Officer	10/12/2022
Company	Career SL	Focal Point and HR Officer	11/18/2022

Company	Afriqia	Director and Founder	11/21/2022
Company	Afrecluit	Director and Founder	11/16/2022
Entrepreneurship	Aurora Foundation	Deputy country Manager	10/13/2022
Entrepreneurship	Innovation SL	Director and Founder	10/06/2022
Entrepreneurship	Global Youth Network	Director and Founder	10/17/2022
Entrepreneurship	Sensi Tech Hub	Director	10/07/2022
TVET center	Blue Crest College	Registrar	10/18/2022
TVET center	Freetown Polytechnic	Registrar	10/21/2022
TVET center	Obasanjo Skills Acquisition and Youth Transformation College	Administrative officer	11/08/2022
TVET center	Young Women Christian Association Vocational Institute	Principal & Vice-principal	10/21/2022
TVET center	AFTEC	Director of studies & Registrar	11/11/2022
TVET center	GTI Pujehun	Principal and Finance officer	10/25/2022
TVET center	GTI Bo	Principal	10/24/2022
TVET center	GTI Dorma-Koidu City	Principal	10/28/2022
TVET center	GTI Kenema	Principal	10/28/2022
TVET center	GTI Sundu Town	Registrar	10/31/2022
TVET center	Eastern University	Dean Faculty of Engineering and Innovation	10/27/2022
TVET center	Ernest Koroma University	Deputy registrar, Magburaka Campus	11/01/2022

2. POTENTIAL PARTNERS INFOSHEETS

The following infosheets present potential partners that could be further or newly involved in the reintegration of returnees in the next phases of EU programming. These potential partners have been selected based on a set of criteria, including:

- The quality of the support offered, measured by the Integration rate of the beneficiaries of these institutions in the labor market;
- The adequacy of their beneficiaries' selection criteria with the profile of returnees;
- The experience of these institutions in providing support to vulnerable groups;
- The availability of these institutions, in the short or medium term, to integrate returnees into their programming.

2.1. Possible partnerships for the reintegration of returnees through technical and vocational training

POTENTIAL PARTNERSHIPS WITH THE PUBLIC SECTOR

Infosheet 1: Freetown Polytechnic

Freetown Polytechnic	
Country	Sierra Leone
Region	Western Urban
City	Freetown
Structure	
Type of organization	Public institution founded in 1964 and registered at the Tertiary Education Commission (TEC). Formerly Freetown Government Technical Institute (GTI).
Funding and partners	Up to 75% of running cost covered by Government subvention and 25% by students. Main partners are: <ul style="list-style-type: none"> - GIZ – on curriculum development and improvement of internal examination system. - UNIDO – on automobile skills development (ongoing) - World Bank – through the Skills Development Fund for the training of youths in technical skills (ongoing) - DFID – through the DeIPHE Fund on Renewable Energy (past) - NAYCOM – on career counselling and job readiness (past) - The Sierra Leone Police Force and Sierra Leone Armed Forces prior to the opening of their respective technical schools. - Maastricht School of Management in the Netherlands – to establish the institute's Water, Sanitation and Hygiene (WASH) program

Organization and size / structure	<p>Several dozens of staff headed by the Dean of Campus and his team (administrative, academic, and supporting staff). 2 faculties:</p> <ul style="list-style-type: none"> - Faculty of Engineering with 4 departments - Faculty of Commercial studies with 7 departments
Costs	<ul style="list-style-type: none"> - All Certificate courses fees - SLE 1,900 per year (1-year program) - National Diploma courses for continuing students – SLE 1,680 per year - Diploma I for new intake – SLE 2,050 per year - Higher National Diploma (HND) in Engineering – SLE 2,485 per year - HND in Commercial studies - SLE 2,310 per year <p>Students are required to buy basic tools for Engineering programs.</p>
Profile of trainees	Both national and foreign students. The nationals come from all the regions of the country. 85% male and 15% female.
Total capacity	The current number of registered students is 1,258 but the institute can accommodate up to 1,700. In the future, this number will go up to 2,000 students considering ongoing infrastructural expansion plans and the support of partner(s).
Communication strategy	Various medias: radio, TV programs, social media, direct engagement, and website (http://freetownpolytechnic.edu.sl/)
Details about types of trainings offered	
Training courses	<p>The Faculty of Engineering is divided into the following departments:</p> <ul style="list-style-type: none"> - Electrical & Electronics Engineering (including Renewable Energy Studies) - Mechanical & Maintenance Engineering (including Automobile Engineering, and Refrigeration & Air Conditioning units). - Building & Civil Engineering (including painting & decorating, plumbing). - Computer Science Department (Software & Hardware). <p>The Faculty of Commercial Studies has the following departments:</p> <ul style="list-style-type: none"> - Business Administration & Management - Procurement - Accounting & Finance - Banking & Finance - Marketing - Project Management - Human Resources Management <p>Most students are in the faculty of Engineering: only 80 of current students are in the Commercial programs.</p>
Entry / Admission requirements	A Foundation program exists for Engineering disciplines for candidates who have completed the BECE. Otherwise, students must have completed Senior Secondary School with at least 3 WASSCE credits in related subjects.

Training length / structure / format	<p>4 levels of courses:</p> <ul style="list-style-type: none"> - Foundation: 1 year - Certificates (NTC) :1 year - National Diplomas: 2 years - Higher National Diplomas: 2 years <p>Possibility to customize or tailor training for technical courses. For instance, for people already trained through apprenticeship (without formal qualification).</p>
Frequency of courses / semester schedule	Training courses are semestrial. For regular trainings, the academic year starts in September/October. Ad-hoc trainings can start at different times of the year, depending on the needs of donors/IPs.
Type of training	Both theory (60%) and practice (around 40%) – can vary depending on the type of training.
Literacy levels required	Basic literacy required
Curricula	Designed and approved by the NCTVA. The curricula and training are now shifting from supply-driven to a competency-based approach training (more in line with the job market).
Trainers	Trainers/lecturers are experienced but would benefit from renewed training both on technical and teaching skills, as for all the TVET institutes in Sierra Leone. Trainers/lecturers have 15 contact hours per week.
Certifications offered	<ul style="list-style-type: none"> - National Technical Certificates (NTC) - National Diplomas - Higher National Diplomas
Per diem / stipend for trainees	Not from the institute. However, students can receive per diem / stipends from specific programs /sponsors. The dropout rate is below 30%. Reasons are varied: social, marital commitment, lack of finance or interest, etc.
Post-training monitoring	<p>Internship periods are planned for students to gain practical experience, but not always fulfilled due to challenges in finding private partners.</p> <p>Lately, a system to monitor students after the completion of their programs has been implemented.</p>
Labor market integration statistics	No formal study was conducted on the insertion rate of trainees. According to the institute's estimates, around 40% of trainees are employed after training.
Partnerships	
Capacity to integrate returnees into the program	The institute showed willingness to welcome returnees as students. Current students have similar profiles to the returnees (mostly young men), and training courses offered are in line with returnees' interests and expectations observed in other countries: themes; certifications; possibility to shorten the training length.
Beneficiary capacity	Several hundreds of persons per year

Partnerships with the private sector	Several partnerships with the private sector. For instance, internship partnerships are established with Sierra Leone Brewery, CICA Motors, Total Energy, Milla Group, Shakanders, and several banks.
Partnerships with Labor market intermediation mechanisms	None.
Remarks	
Challenges expressed	<ul style="list-style-type: none"> - Need for additional, modern training equipment. - Need to ensure continuous mobilization and interest from students.
Other comments and lessons learnt	This college is a good potential partner already supported by several international actors with strong connections with the private sector.
Contacts	
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	+232 76 755 980

Infosheet 2: Obasanjo Skills Acquisition and Youth Transformation College

Obasanjo Skills Acquisition and Youth Transformation College	
Country	Sierra Leone
Region	Western Rural
City	Newton, 3 mile
Structure	
Type of organization	Public institution established by an Act of Parliament in 2005 with funds from the Nigerian and Libyan Governments. In 2008, the center was fully rehabilitated with funds from UNDP. It started operations in 2011 and is registered at the Tertiary Education Commission (TEC).
Funding and partners	The National Youth Commission (NAYCOM) supervising the College, and the Government are covering most of the costs. Otherwise, the main partners are: <ul style="list-style-type: none"> - World Bank – through the Skills Development Fund for the training of youths in technical skills (ongoing) - UNDP – through the Youth Empowerment Program (YEP) - GIZ – through support in training of tutors (ToT), tools, and equipment (ongoing).
Organization and size / structure	Several dozens of staff headed by a Board of Directors and the National Youth Commission Commissioner (administrative, academic, and supporting staff)
Costs	Free tuition for both basic and advanced programs. Trainees only pay for minor charges (e.g., ID Cards) ranging from SLE 870 to SLE 2,210 per year.
Profile of trainees	<ul style="list-style-type: none"> - The College targets the less privileged and most vulnerable: trainees are mostly from low socio-economic backgrounds aged 18 and above. - Trainees come from all the regions of the country (both rural and urban areas); mostly males (80%).
Total capacity	The current number of registered students is 481: 238 under the Skills Development Fund (SDF) and 243 under the Youth Empowerment Program (YEP). In addition to this, capacity to enroll over 500 new trainees.
Communication strategy	Various medias: mostly radio, social media & direct engagement (ex: community visitations).
Details about types of trainings offered	
Training courses	<u>Short term Courses at the Certificate Level:</u> <ul style="list-style-type: none"> - Electrical and Electronics Engineering - Solar and Renewable Energy - Civil/Building and Construction Engineering - Auto-Mechanics Engineering

	<ul style="list-style-type: none"> - Public Health - Information Communication Technology (Apps Development, Coding and De-coding) - Business and Entrepreneurship Development - Music and Cinematography - Photography <p><u>Long Term Programs at the Diploma Level:</u></p> <ul style="list-style-type: none"> - Electrical and Electronics Engineering - Solar and Renewable Energy - Civil/Building and Construction Engineering - Auto-Mechanic Engineering - Public Health - Business and Entrepreneurship Development - Information Communication Technology (Apps Development, Coding)
Entry / Admission requirements	<p>Students must have completed Senior Secondary School with at least 3 WASSCE credits in related subjects.</p> <p>There is also an Alternative Fast-part Approach (AFTP) that requires two attempted WASSCE credits and one-year certificate background in the respective courses.</p>
Training length / structure / format	<ul style="list-style-type: none"> - National technical certificate (NTC): 6 months except for some specific courses (12 months). - Diploma: 24 months. <p>Competency based training programs are also available for engineering courses.</p>
Frequency of courses / semester schedule	<p>Training courses are semestrial (3 months of class sessions and one-month examination). For regular trainings, the academic year starts in October, but ad-hoc trainings can start at different times of the year, depending on the needs of donors/IPs.</p>
Type of training	<p>Trainings include both theory (40%) and practice (around 60%).</p>
Literacy levels required	<p>Basic literacy is usually required. Competency-based programs are more open.</p>
Curricula	<p>Designed and approved by the NCTVA</p>
Trainers	<p>Trainers/lecturers are Higher national diploma or master's degree holders but would benefit from renewed training both on technical and teaching skills, as for all TVET institutes in Sierra Leone.</p>
Certifications offered	<ul style="list-style-type: none"> - National Technical Certificates (NTC) - National Diplomas
Per diem / stipend for trainees	<p>Not from the institution. However, students can receive per diem / stipends from specific programs /sponsors.</p>

Post-training monitoring	<p>Conducted through various means:</p> <ul style="list-style-type: none"> - Trainees database (containing mobile contacts, address, social media) - College Alumni - Employment catch <p>Trainees can be placed in local businesses for internships on an ad-hoc basis.</p>
Labor market integration statistics	<p>No formal study was conducted on the insertion rate of trainees.</p> <ul style="list-style-type: none"> - Most of the trainees in Business and Entrepreneurship Development are self-employed. - In the other programs, about 60-70% are employed or self-employed according to the institute. - Around 20% are unemployed after the training according to the institute.
Partnerships	
Capacity to integrate returnees into the program	<ul style="list-style-type: none"> - The institute showed willingness to welcome returnees as students. - Current students have similar profiles to the returnees' (mostly young men) - The training courses offered are in line with returnees' interest and expectations observed in other countries: themes, certified with possibility to adapt the training.
Beneficiary capacity	Several dozens of persons per year
Partnerships with the private sector	No formal partnerships but discussions and visits with potential employers, notably in view of internships and placements.
Partnerships with Labor market intermediation mechanisms	None.
Remarks	
Challenges expressed	Need for additional, modern training equipment and support in operating costs.
Other comments and lessons learnt	This college is a good potential partner already supported by several international actors.
Contacts	
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	+232 88 500 401 / +232 78 379 200

Infosheet 3: Young Women Christian Association (YWCA) Vocational Institute

Young Women Christian Association Vocational Institute	
Country	Sierra Leone
Region	Western Area Urban
City	Freetown
Structure	
Type of organization	Established in 1961 by the national YWCA Sierra Leone with support from World YWCA, International Church bodies and the government of Sierra Leone.
Funding and partners	<p>The government is covering significant costs, notably salaries.</p> <p>Otherwise, the main partners are:</p> <ul style="list-style-type: none"> - YWCA Old Girls Association – UK, USA, and Sierra Leone branches – for equipment, scholarships, and staff recognition. - World Bank – through the Skills Development Fund - Violet Love Organization for equipment and scholarships
Organization and size / structure	<p>Under the supervision of the Board of Governors set up by the Ministry of Education, now Ministry of Technical and Higher Education (MTHE). The Board consists of five members of the Proprietors (YWCA Sierra Leone), a member from the Local Community, representatives from the Old Girls Association and from the MTHE and the Principal who acts as a secretary to the board.</p> <p>4 Departments:</p> <ul style="list-style-type: none"> - Commercial - Communication - Hotel and Catering - Clothing, Crafts and Cosmetology <p>More than a dozen of teachers.</p>
Costs	<p>The total/full cost per trainee per year for the institute is around SLE 10,000.</p> <ul style="list-style-type: none"> - Certificate programs (NTC): SLE 2,460 or SLE 1,230/year. Additional charges are around SLE 6,000. - Diploma: SLE 2,200/year - Evening Program: SLE 1,500. With the same additional charges as above. - Short tailor-made Courses (duration between 3 - 6 months): SLE 12,000
Profile of trainees	Only females, including foreigners. Between 16 and 40 years old, mostly early school leavers with vulnerable backgrounds.
Total capacity	The current number of students is 380 but the institute can accommodate up to 600 persons.
Communication strategy	Various medias: radio, TV talk shows, website (https://www.ywca-vocational-institute-freetown.org/), social media & direct engagement.
Details about types of trainings offered	

Training courses	<ul style="list-style-type: none"> - Secretarial Studies - Business Studies - Catering & House Keeping - Art & Crafts - Dressing & Tailoring - Cosmetology/Hair Dressing <p>IT and Entrepreneurship courses cut across all programs.</p>
Entry / Admission requirements	<ul style="list-style-type: none"> - For National Vocational Certificates (NVC): BECE or completion of Senior Secondary School I - For National Technical Certificate (NTC): 2 WASSCE credits or NVC - For Diplomas: 3 or 4 WASSCE credits or NTC
Training length / structure / format	<p>3 types of programs:</p> <ul style="list-style-type: none"> - Day Program: 2 years - Continuing Education Program: half day classes for 2 years - Evening Classes Program <p>Short tailor-made courses (3 to 6 months) are also available in Dress Making, Catering, Computer Studies (ICT), Banking & Finance, and Front Desk.</p>
Frequency of courses / semester schedule	<p>3 terms per year. For regular trainings, the academic year starts in September/October and ends in July. Short tailor-made courses are more flexible.</p>
Type of training	<p>For the officially certified courses: 50% practical & 50% theory.</p> <p>For the certificate of Completion (continuing Education and Evening Classes Programs): 70% practical & 30% theory</p>
Literacy levels required	<p>Basic literacy level usually required. The institute can provide literacy and numeracy courses in Home Economics or Hair Dressing for those who never went to school or left early.</p>
Curricula	<p>Designed and approved by the NCTVA</p>
Trainers	<p>Trainers have with diverse qualifications ranging from Masters, undergraduates, to NTC. They would benefit from renewed training both on technical and teaching skills, as for all the TVET institutes in Sierra Leone.</p>
Certifications offered	<ul style="list-style-type: none"> - National Vocational Certificate - National Technical Certificate - Diploma - Certificate of completion from YWCA <p>All students taking NCTVA exams pay for their external examination fees.</p>
Per diem for trainees / dropout rates	<p>Not from the institution. However, there is a canteen facility.</p> <p>Only a few trainees drop out (5%) mostly due to financial and domestic issues.</p>

Post-training monitoring	Students are trained for self or immediate employment and all training courses include internships or placements in companies. However, there is no formal post-training monitoring mechanism yet in place.
Labor market integration statistics	<ul style="list-style-type: none"> - No formal study was conducted on the insertion rate of trainees. - Around 50% of trainees retained after their internships according to the institute, 10-15% are self-employed and 20% go for higher training. - Around 20% are unemployed after training according to the institute.
Partnerships	
Capacity to integrate returnees into the program	<ul style="list-style-type: none"> - The institute showed willingness to welcome returnees as students. - The training courses offered are in line with female returnees' interests and expectations observed in other countries: themes, certification, with possibility to adapt the training.
Beneficiary capacity	Several dozens of persons per year.
Partnerships with the private sector	<p>No formal partnerships but close relationships with potential employers, notably in view of internships and placements:</p> <ul style="list-style-type: none"> - Hotel industry (e.g., Radisson Blu, Bintumani, Family Kingdom, etc.), - Offices (e.g., the Bible Society, Law Officers Department) and Universities (Fourah Bay college), IPAM) - NGOs like ActionAid. - Companies like Aureol Insurance Company, Complete Solutions, and mining companies like Sierra Rutile, Huaxin mining, etc.
Partnerships with Labor market intermediation mechanisms	None.
Remarks	
Challenges expressed by key stakeholders	<ul style="list-style-type: none"> - Need for additional, modern training equipment and provision of start-up kits. - Need for better follow up and monitoring of trainees after completion of programs.
Other comments and lessons learnt	This institute is relevant to support the economic reintegration of women or girls that are not identified as the most vulnerable (i.e., not necessitating social and psychosocial assistance).
Contacts	
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Infosheet 4: AFTEC

Armed Forces Technical and Education College (AFTEC)	
Country	Sierra Leone
Region	Western Area Urban
City	Freetown
Structure	
Type of organization	Public institution established in 2017 by the Republic of Sierra Leone Armed Forces (RSLAF) and registered in 2018 at the Tertiary Education Commission (TEC). Formerly known as the Armed Forces Education Center. Three campuses.
Funding and partners	As a public institution, the government is covering significant costs, notably salaries. Otherwise, the main partner is the World Bank – through the Skills Development Fund (training of more than 500 youths).
Organization and size / structure	Under the supervision of the College council chaired by the Chief of Staff of defense and gathering military officials, representative from the MTHE and College management.
Costs	<ul style="list-style-type: none"> - National Vocational Certificate (NVC) and National Vocational Basic Certificate: SLE 1,582 - National Technical Certificate (NTC): SLE 1,902 - Diploma: SLE 2,570 <p>The costs exclude consumables, personal protective gear and tools which are under trainees' responsibility.</p>
Profile of trainees	<p>Trainees are generally from lower socio-economic backgrounds (single parents, early school leavers, unemployed, etc.) aged 18 and above. Both males and females.</p> <p>Currently, the beneficiaries of the World Bank project constitute most of the trainees.</p>
Total capacity	The current number of students is around 600 and this is the maximum capacity of the College.
Communication strategy	Various medias: radio, TV talk show, social media & direct engagement.
Details about types of trainings offered	
Training courses	<p>NVBC and NVC level:</p> <ul style="list-style-type: none"> - Masonry - Metal Work Technology - Tailoring and dress making - Aluminum fabrication - Interior decoration

	<ul style="list-style-type: none"> - Music - Catering - Mining equipment maintenance & repairs <p>NTC and diploma level:</p> <ul style="list-style-type: none"> - Tourism and hospitality management - Electrical and electronic engineering - Computer science - Automobile technology or engineering - Mechanical technology or engineering - Tailoring and dress making - Building technology or engineering - Food and beverages production/service - Agricultural science - Fire fighting - Sea search and rescue - Heating, ventilation, and air conditioning - Port and shipping administration - Sea survival - Security at sea - Mining equipment maintenance and repairs - Laboratory technician <p>A short-term computer program is also available to encourage digital literacy.</p>
<p>Entry / Admission requirements</p>	<ul style="list-style-type: none"> - National Vocational Basic Certificate (NVBC) courses are for people with or without technical skills requiring entrepreneurial soft skills, reading, and writing skills. - National Vocational Certificates (NVC) courses are for early school leavers holding the BECE with basic literacy skills. - National Technical Certificate (NTC) courses are for people holding 2 WASSCE credits or NVC - Diplomas are for people holding 3 WASSCE credits or NTC.
<p>Training length / structure / format</p>	<ul style="list-style-type: none"> - National Vocational Basic Certificate (NVBC) classes consists of both literacy, numeracy, and technical training. Competency-based Training (CBT) are used (90% practical and 10% theory). The duration of classes is 12 months (6 months of training and 6 months of internship) - National Vocational Certificate (NVC) classes consists of 80% practical and 20% theory. The duration is also 12 months (7 months of training and 5 months of internship) - National Technical Certificate (NTC) classes of 80% practical and 20% theory. The duration is 12 months (8 months of training and 4 months of internship) - National Diploma (ND) classes last 24 months. After 8 months of training, trainees go on job observation for a month. The second year, after another 8 months of training, trainees have 2 to 4 months internship.

Frequency of courses / semester schedule	Courses are semestrial. For regular trainings, the academic year starts in September/October and ends in July.
Literacy levels required	The level of literacy required depends on the level of the programs. The college can provide literacy and numeracy courses, and languages classes through partnerships with the Confucius Institute, the French Embassy and Alhul Bayt Servant Mission.
Curricula	The College uses two types of curricula: - Designed and approved by the NCTVA - Competency-based curricula. Design is outsourced to curriculum developers before their validation by NCTVA.
Trainers	Trainers have with diverse qualifications ranging from PhDs to NTC. They would benefit from renewed training both on technical and teaching skills, as for all the TVET institutes in Sierra Leone.
Certifications offered	<ul style="list-style-type: none"> - National Basic Vocational Certificate - National Vocational Certificate - National Technical Certificate - Diploma <p>In all training courses, trainees have the option to either pass the NCTVA Exams or go through the Competency-based training (CBT) assessment. Most prefer the CBT option.</p>
Per diem / stipend for trainees	No stipend from the institution. However, students can receive per diems from specific programs /sponsors. Around 10% of trainees drop out, mostly females due to financial and domestic issues.
Post-training monitoring	Internships and employment facilitations are part of the training programs. Lately, a system to monitor students after the completion of their programs has been implemented (tracer study).
Labor market integration statistics	No formal study was conducted on the insertion rate of trainees. According to the College, most of these trainees are employed as full-time staff in the military and private companies. The rest are usually self-employed. Most of the trainees recently graduated from the World Bank project were recruited in the military.
Partnerships	
Capacity to integrate returnees into the program	<ul style="list-style-type: none"> - The institute showed willingness to welcome returnees as students. - Current students have similar profiles to the returnees' (mostly young men), - The training courses offered are in line with returnees' interest and expectations observed in other countries: themes, certifications; possibility to adapt the training

Beneficiary capacity	Several dozens of persons per year.
Partnerships with the private sector	The College has Memoranda of Understanding (MoUs) with several private companies.
Partnerships with Labor market intermediation mechanisms	Partnerships with Human Resources Management Offices for trainees' job placements.
Remarks	
Challenges expressed	<ul style="list-style-type: none"> - Need for medical insurance for interns - Need for additional, modern training equipment. - Need for transportation allowances and stipends to help trainees get safety gear.
Other comments and lessons learnt	The AFTEC in a good partner already supported by the World Bank providing practical and competency-based trainings with the capacity to tailor courses to the needs of returnees.
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Infosheet 5: Government Technical Institute Pujehun

GTI Sahn Malen Pujehun	
Country	Sierra Leone
Region	Southern region
City	Sah Malen Chiefdom – Pujehun district
Structure	
Type of organization	Public institution established in 2019 through the Ministry of Technical and Higher Education (MTHE). It is owned and supported by the Government of Sierra Leone, as other GTIs.
Funding and partners	As a public institution, the government is covering significant costs, notably salaries. Otherwise, the main partner is the World Bank – through the Skills Development Fund.
Organization and size / structure	Several dozens of staff headed by a Board and managed by the Principal (administrative, academic and supporting staff). 5 Departments: <ul style="list-style-type: none"> - Civil Engineering - Mechanical and Electrical Engineering - Agriculture - Information, Communication and Technology - Catering, Tourism, and Hospitality
Costs	<ul style="list-style-type: none"> - Certificate programs (NTC & NVC): SLE 1,000 - Diploma: SLE 2,000 - Higher National Diploma: SLE 3,000 <p>There are additionally costs for start-up kits:</p> <ul style="list-style-type: none"> - Certificate programs: start-up kits for a group of 10 trainees is SLE 20,000 - Diploma: start-up kits for a group of 10 trainees is SLE 35,000 - Higher National Diploma: start-up kits for 10 trainees is SLE 45,000
Profile of trainees	<ul style="list-style-type: none"> - The institute provides formal and non-formal training. - Trainees are coming from the districts of Bo, Bonthe and Pujehun are aged between 18 to 35 (formal) or 45 (non-formal training). - 75% males and 25% females.
Total capacity	The current number of registered students is 755 (355 in non-formal training and 400 in formal training). The institute has space/infrastructure to accommodate up to 1,500 trainees.
Communication strategy	Various medias: radio, TV talk show, social media & direct engagement.
Details about types of trainings offered	

<p>Training courses</p>	<p>Courses offered under NTC and NVC:</p> <ul style="list-style-type: none"> - Agriculture - Building and Construction - Masonry and Tilling - Carpentry & Joinery (woodwork) - Plumbing - Land Surveying - Auto Mobile <p>Courses offered under diploma:</p> <ul style="list-style-type: none"> - Agriculture General - Building and construction - Auto Mobile - Welding & Metal Fabrication - Electrical Installation - ICT - Home Sciences <p>The Courses offered under Higher national Diploma:</p> <ul style="list-style-type: none"> - Crop Science (Agronomy) - Animal Science - Agriculture Engineering/Extension - Agro-Processing and Marketing - Soil Science - Masonry and Tilling - Carpentry & Joinery (Woodwork) - Plumbing - Land Surveying - Auto Mobile (Small engine mechanic, heavy vehicle mechanic and auto body repair mechanic) - Industrial welding and metal fabrication - Industrial electricity - Domestic electricity - ICT (software development, hardware technology and networking) - Home Science (i.e., Food and Nutrition, Tailoring and Dressmaking, Catering & Event management, Tourism & Hospitality Management. <p>Agriculture, civil engineering and ICT have the most trainees.</p>
<p>Entry / Admission requirements</p>	<ul style="list-style-type: none"> - National Vocational Certificate (NVC): 4 BECE credits - National Technical Certificate (NTC): Hold a NVC - Diploma: Hold a NTC or 3 WASSCE credit - Higher National Diploma: 4 WASSCE credits or diploma

	No requirements for non-formal training.
Training length / structure / format	<p>NTC and NVC programs are divided into formal & non-formal.</p> <ul style="list-style-type: none"> - Certificates: 12 months - Diploma: 24 months - Higher National Diploma: 36 months <p>Non-formal courses range from 6 to 12 months.</p>
Type of training	The training methodology is 30% theory and 70% practical work across 3 levels of certification.
Frequency of courses / semester schedule	<p>Courses are semestrial. Students attend 5 days a week from Monday to Friday.</p> <p>The academic year starts in October and ends in July.</p>
Literacy levels required	<p>The level of literacy required depends on the level of the programs.</p> <p>No literacy level of entry is required in the non-formal courses.</p>
Curricula	Designed and approved by the NCTVA. The institute uses the upgraded NCTVA syllabus across the 3 levels of our certification.
Trainers	<p>30 instructors consisting of 18 full-timers and 12 part-timers; their qualifications ranging from Diplomas to master's degrees. There are also expert trainers for specific training courses (such as Boiler Technology, Earth Moving Machines, etc.)</p> <p>Those instructors would benefit from renewed training both on technical and teaching skills, as for all the TVET institutes in Sierra Leone.</p>
Certifications offered	<ul style="list-style-type: none"> - National Vocational Certificate - National Technical Certificate - Diploma - Higher National Diploma - Non-formal programs are internally assessed while the others take the NCTVA exams.
Per diem / stipend for trainees	<p>Not from the institution. However, students can receive per diem / stipends from specific programs /sponsors.</p> <p>Some trainees drop out (around 5%) for varied reasons, mostly for accommodation and transportation issues, tuition fees and personal reasons.</p>
Post-training monitoring	<ul style="list-style-type: none"> - Internship is part of programs for or all trainees (i.e., 4 weeks for Certificate, 8 weeks for ND and 12 weeks for HND programs respectively). - The institute has a special department called Industrial Leisure with a Coordinator in charge of developing MoUs with industries/companies for placement of trainees and monitoring them upon completion of their programs while in their workplaces. - The institute however faces challenges considering the limited number of industries in the vicinity and their lack of interest.

	<ul style="list-style-type: none"> - All students also have some introduction to entrepreneurship such as basic office practices and procedures, computer literacy and numeracy.
Labor market integration statistics	<p>No formal study was conducted on the insertion rate of trainees.</p> <p>According to the institute, due to the lack of local opportunities, the employment success rate is between 30-35% of trainees after completion of their programs.</p> <p>Most past trainees are self-employed.</p>
Partnerships	
Capacity to integrate returnees into the program	<ul style="list-style-type: none"> - The institute showed willingness to welcome returnees as students. - Current students have similar profiles to the returnees' (mostly young men) - The training courses offered are in line with returnees' interest and expectations observed in other countries: relevant themes and certifications. - The possibility of adaptation of the courses to the needs of returnees is key and should be assured.
Beneficiary capacity	Several hundreds of persons per year.
Partnerships with the private sector	The Institute has Memoranda of Understanding (MoUs) with several private companies (e.g., SOCFIN Agricultural Company, TOMABOM Rice Company, T Marck Road Construction Company etc.).
Partnerships with Labor market intermediation mechanisms	None.
Remarks	
Challenges expressed by key stakeholders	<ul style="list-style-type: none"> - Need for additional, modern training equipment. - Lack of accommodation sites for trainees and staff. - Limited private sector industries for job placement in the region - Need for advanced training for instructors. - Need for a sustainable transportation facility to aid the movement of trainees (the institute is far away from the town). - Need for internet connectivity.
Other comments and lessons learnt	Provision of start-up kits and orientation towards entrepreneurship appears relevant given the context of the region. Efforts to connect to the private sector also appear promising.
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Infosheet 6: Government Technical Institute Bo

Government Technical Institute Bo	
Country	Sierra Leone
Region	Southern region
City	Bo
Structure	
Type of organization	Public institution established in 2019 through the Ministry of Technical and Higher Education (MTHE). It is owned and supported by the Government of Sierra Leone, as other GTIs.
Funding and partners	As a public institution, the government is covering significant costs, notably salaries. Otherwise, the main partner is the World Bank – through the Skills Development Fund (IOM also made donations in the past).
Organization and size / structure	Around 20 staff headed by a Board and managed by the principal (administrative, academic and supporting staff). 6 classrooms, 1 Hall and 1 Computer Lab
Costs	Tuition fees are SLE 750 for National Vocational Certificate programs and SLE 1,000 for both the National Technical Certificate and Diploma programs. Additional charges (for matriculation & materials) apply: SLE 400 per student per year.
Profile of trainees	<ul style="list-style-type: none"> - Trainees are aged 15 and above and are from different regions of the country. Most are from Bo Districts and/or the Southern region. - They are 75% males and 25% females, with variations across courses. - Trainees are generally from lower socio-economic backgrounds.
Total capacity	For the current year, 350 students are enrolled but the institute has a capacity to enroll up to 1,000 students.
Communication strategy	Various medias: radio, TV talk show, social media & direct engagement.
Details about types of trainings offered	
Training courses	<ul style="list-style-type: none"> - Agricultural Science - Building and Construction - Electrical Technology - Solar Technology - Auto Mobile - Software Development - Digital Media Production - Home Management, - Tailoring - Metal Works <p>A general module on entrepreneurship exists for all trainees.</p>

Entry / Admission requirements	<ul style="list-style-type: none"> - For National Vocational Certificate (NVC): ability to read and write, or an attempt at BECE. - For the National Technical Certificate (NTC): Hold BECE or attempted West African Senior School Certificate Examinations (WASSCE). - For the Diploma: Hold NTC or 3 WASSCE credits.
Training length / structure / format	<ul style="list-style-type: none"> - National Vocational Certificate (NVC) runs for 18 months. - National Technical Certificate (NTC) runs for 24 months. - National Diploma runs for 24 months.
Frequency of courses	Courses are semestrial. The academic year starts in October and ends in July.
Type of training	Training is both theory (30%) and practice (70%). However, the NCTVA examinations are more theory oriented than practical. General Entrepreneurship module are included in all trainings.
Literacy levels required	The level of literacy required depends on the level of the programs.
Curricula	Designed and approved by the NCTVA. The competency-based approach cuts across all programs.
Trainers	12 instructors consisting of 10 full-timers and 2 part-timers; their qualifications range from Certificates to master's degrees. There are also expert trainers for specific training courses. Those instructors would benefit from renewed training both on technical and teaching skills, as for all the TVET institutes in Sierra Leone.
Certifications offered	<ul style="list-style-type: none"> - National Vocational Certificate - National Technical Certificate - Diploma
Per diem / stipend for trainees	Not from the institution. However, students can receive per diem / stipends from specific programs /sponsors. Around 25-30% of trainees drop out for varied reasons, mostly financial, personal and reorientation reasons.
Post-training monitoring	All programs include at most 3 months internships. The institute benefits from a tracer system to monitor students after the completion of their programs.
Labor market integration statistics	No formal study was conducted on the insertion rate of trainees. As the first batch of final year students are still awaiting NCTVA results, very few data are available. However, the institute claims that already about 25% have secured jobs.
Partnerships	

Capacity to integrate returnees into the program	<ul style="list-style-type: none"> - The institute showed willingness to welcome returnees as students. - Current students have similar profiles to the returnees' (mostly young men). - The training courses offered are in line with returnees' interests and expectations observed in other countries: relevant themes, certifications, and possibility for tailor-made programs.
Beneficiary capacity	Several hundreds of persons per year.
Partnerships with the private sector	No direct relationships but the MHTE is engaging with the private sector in the southern region.
Partnerships with Labor market intermediation mechanisms	None.
Remarks	
Challenges expressed by key stakeholders	<ul style="list-style-type: none"> - Need for additional, modern training equipment. - Financial stability is a challenge given the limited government's capacities.
Other comments and lessons learnt	Although this institute is recent, its collaboration with the World Bank and efforts to provide competency-based and entrepreneurship trainings make it relevant.
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Infosheet 7: Government Technical Institute Dorma – Koidu City

Government Technical Institute (GTI) Dorma – Koidu city	
Country	Sierra Leone
Region	Eastern region
City	Koidu city, Kono
Structure	
Type of organization	<p>Public institution owned and supported by the Government of Sierra Leone, as other GTIs.</p> <p>Operational since 2014, the Center was renamed GTI in 2019 following the creation of the Ministry of Technical and Higher Education. The institute has already trained over 1,500 students.</p>
Funding and partners	<p>As a public institution, the government is covering significant costs, notably salaries. Otherwise, the main partners are:</p> <ul style="list-style-type: none"> - the World Bank – through the Skills Development Fund - the GIZ – for training of youth in dual apprenticeship - Koidu Holdings Ltd Mining Company – which paid for the tuition fees of more than 300 students in 2019/2020 and 2020/2021.
Organization and size / structure	<p>The institute and staff are headed by a Board and managed by the Principal (administrative, academic and supporting staff).</p> <p>6 classrooms, 1 Hall, 1 Computer Lab, a poultry, and mini workshops for auto Mobile and Electrical departments.</p> <p>9 Departments:</p> <ul style="list-style-type: none"> - Building and construction - Mining Engineering - Electrical and electronic - Auto Mobile - Agriculture - ICT - Home economics - Tailoring - Carpentry/Woodwork
Costs	<p>Tuition fees are SLE 500 for all programs.</p> <p>Trainees pay to take NCTVA exams and for their certificates upon completion.</p>
Profile of trainees	<ul style="list-style-type: none"> - The institute provides formal and non-formal training. - Trainees are aged 18 and above and are from different regions of the country. Most are from Kono District and/or eastern region. - They are 60% males and 40% females, with variations across courses. - Trainees are generally from lower socio-economic backgrounds.

Total capacity	For the current year, 150 students are enrolled but the institute has a capacity to enroll up to 250 students.
Communication strategy	Various medias: radio, social media & direct engagement.
Details about types of trainings offered	
Training courses	<p>Courses offered at National Vocational Certificate level are both formal and non-formal:</p> <ul style="list-style-type: none"> - Clothing &Textile - Catering - Agriculture - Electrical installation - Woodwork - Auto mechanic - Masonry - Mining Engineering <p>Courses offered at Advanced National Vocational Certificate level (formal) are:</p> <ul style="list-style-type: none"> - Electrical and Electronic Technology - Auto Mobile - Building and construction - Agricultural science <p>Courses offered at National Technical Certificate level (formal) are:</p> <ul style="list-style-type: none"> - Computer science (software, hardware, and networking) - Agricultural science - Building and construction - Electrical and electronics - Woodwork - Mining Engineering
Entry / Admission requirements	<ul style="list-style-type: none"> - For National Vocational Certificate (NVC): 3 BECE credits - For Advanced National Vocational Certificate (ANVC): attempt at WASSCE and hold of NVC - For the National Technical Certificate (NTC): 4 WASSCE credits or hold of ANVC - No requirements for non-formal training.
Training length / structure / format	All trainings are designed for 1 year.
Frequency of courses / semester schedule	Courses are semestrial. Students attend 5 days a week from Monday to Friday The academic year starts in October and ends in July or August.

Type of training	Training is both theory (30%) and practice (70%). All students follow core modules on entrepreneurship, mathematics, communication skills and basic computer skills
Literacy levels required	The level of literacy required depends on the level of the programs. No literacy level of entry is required in the non-formal courses.
Curricula	Designed and approved by the NCTVA. The competency-based approach cuts across all programs.
Trainers	18 instructors, their qualifications ranging from certificates to degrees. Those instructors would benefit from renewed training both on technical and teaching skills, as for all the TVET institutes in Sierra Leone.
Certifications offered	<ul style="list-style-type: none"> - National Vocational Certificate (NVC) - Advanced National Vocational Certificate (ANVC) - National Technical Certificate (NTC) All trainees are examined, either internally or externally (NCTVA).
Per diem / stipend for trainees	Not from the institution. However, students can receive per diem / stipends from specific programs /sponsors. Around 10% of trainees drop out for varied reasons, mostly financial but also lack of transportation or interest.
Post-training monitoring	All programs include at least 2 months internships. A staff is in charge of monitoring trainees after completion.
Labor market integration statistics	No formal study was conducted on the insertion rate of trainees. The institute claims that 40% of past trainees are working in mining companies, 35% are entrepreneurs while the rest engaged in agriculture and artisanal mining.
Partnerships	
Capacity to integrate returnees into the program	<ul style="list-style-type: none"> - The institute showed willingness to welcome returnees as students. - Current students have similar profiles to the returnees' (mostly young men). - The training courses offered are in line with returnees' interest and expectations observed in other countries: relevant themes, certifications, and possibility for tailor-made programs.
Beneficiary capacity	Several dozens of persons per year.
Partnerships with the private sector	Several partnerships with private companies, notably helping for internships and on-the-job training: <ul style="list-style-type: none"> - Koidu LTD Mining Company - Macauley Electricals - Yamba Motors - Yamatah Youth Farmer association - Diamond Lodge Hotels - Mack and Sons' construction company - K. Marie Restaurant

	<ul style="list-style-type: none"> - Meayah Mining company - Seawright mining company.
Partnerships with Labor market intermediation mechanisms	None.
Remarks	
Challenges expressed by key stakeholders	<ul style="list-style-type: none"> - Need for additional, modern training equipment (especially in tailoring, ICT and Auto Mobile departments) - Need for a sustainable transportation facility to aid the movement of trainees (the institute is far away from the town). - Need for internet connectivity.
Other comments and lessons learnt	This institute appears key in the Kono district given its experience and (international and private) partners. As for other GTIs supported by the World Bank, the provision of start-up kits and orientation towards entrepreneurship appears relevant given the context of the region and complementary to the competency-based approach of training.
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Infosheet 8: Government Technical Institute (GTI) Kenema

Government Technical Institute (GTI) Kenema	
Country	Sierra Leone
Region	Eastern region
City	Kenema
Structure	
Type of organization	Public institution established in 2019 through the Ministry of Technical and Higher Education (MTHE). It is owned and supported by the Government of Sierra Leone, as other GTIs.
Funding and partners	As a public institution, the government is covering significant costs, notably salaries. Otherwise, the main partners are: <ul style="list-style-type: none"> - the World Bank – which supported the development of several programs through the Skills Development Fund - Latter Days Saints – a faith-based organization which provided equipment - GIZ – through a training program for instructors
Organization and size / structure	The institute and staff are headed by a Board and managed by the Principal (administrative, academic and supporting staff).
Costs	Tuition fees are SLE 500 for all programs. Extra charges of SLE 300 are also applied for matriculation, ID card, orientation, T-shirt, etc.
Profile of trainees	<ul style="list-style-type: none"> - Trainees are aged 18 and above and are from different regions of the country. Most are from the eastern region. - They are 60% males and 40% females, with variations across courses. - Trainees are generally from lower socio-economic backgrounds.
Total capacity	For the current year, 450 students are enrolled but the institute has a capacity to enroll up to 800 students. Current trainees are beneficiaries of the World Bank project.
Communication strategy	Various medias: radio, social media & direct engagement.
Details about types of trainings offered	
Training courses	<p>Courses offered at National Technical Certificate level are:</p> <ul style="list-style-type: none"> - Agriculture - Hotel Management and Hospitality - Building and Construction - Tilling - Plumbing - Solar Installation - Surveying

	<ul style="list-style-type: none"> - Catering - Tailoring and Dress Making - Computer Science - Carpentry and Joinery <p>Courses offered at diploma level are:</p> <ul style="list-style-type: none"> - Agriculture - Hotel Management and Hospitality - Civil Engineering - Electrical Engineering - Computer Science.
Entry / Admission requirements	<ul style="list-style-type: none"> - For the National Technical Certificate (NTC): 3 BECE credits - For the Diploma: 3 WASSCE credits
Training length / structure / format	NTC courses last 1 year and diploma courses 2 years.
Frequency of courses / semester schedule	<p>Courses are semestrial.</p> <p>The academic year starts in October and ends in July or August.</p>
Type of training	<p>Training is both theory (40%) and practice (60%).</p> <p>Literacy, numeracy, and entrepreneurship modules are embedded in all courses.</p>
Literacy levels required	<p>The level of literacy required depends on the level of the programs.</p> <p>For those who do not fit literacy requirements, a special course was created based on practice and a certificate of completion is awarded.</p>
Curricula	<p>The institute uses two types of curricula:</p> <ul style="list-style-type: none"> - Informal curricula designed internally and validated by NCTVA - Formal curricula designed validated by NCTVA <p>The competency-based approach cuts across all programs.</p>
Trainers	<p>10 instructors, their qualifications ranging from certificates to degrees.</p> <p>Those instructors would benefit from renewed training both on technical and teaching skills, as for all the TVET institutes in Sierra Leone.</p>
Certifications offered	<ul style="list-style-type: none"> - National Technical Certificate (NTC) - Diploma <p>A certificate of completion delivered by the institute also exists.</p>
Per diem / stipend for trainees	Not from the institution. However, students can receive per diem / stipends from specific programs /sponsors.
Post-training monitoring	<p>Training programs include internships periods.</p> <p>No post training monitoring mechanism in place yet.</p>

Labor market integration statistics	No formal study was conducted on the insertion rate of trainees. The institute has no data on insertion, but it claims most of the trainees are self-employed after training while most of trainees on internships end up being employed by the same structure.
Partnerships	
Capacity to integrate returnees into the program	<ul style="list-style-type: none"> - The institute showed willingness to welcome returnees as students. - Current students have similar profiles to the returnees' (mostly young men). - The training courses offered are in line with returnees' interests and expectations observed in other countries: relevant themes, certifications, and possibility for tailor-made programs.
Beneficiary capacity	Several hundreds of persons per year.
Partnerships with the private sector	Several partnerships with private companies, notably helping for internships in various sectors (solar installation, agro-based industries, Gola Forest reserve, Hotels, etc.)
Partnerships with Labor market intermediation mechanisms	None.
Remarks	
Challenges expressed by key stakeholders	<ul style="list-style-type: none"> - Need for additional, modern training equipment - Need for a sustainable transportation facility to aid the movement of trainees (the institute is far away from the town). - Need for a post-training monitoring mechanism
Other comments and lessons learnt	This institute is quite new in the Kenema region but its experience with international and private partners makes it relevant for returnees' support. Working with this institute will make it possible to capitalize on the activities of past World Bank and GIZ projects (competency-based approach, training of trainers, provision of start-up kits, etc.).
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Infosheet 9: Government Technical Institute (GTI) Sundu Town

Government Technical Institute (GTI) Sundu Town	
Country	Sierra Leone
Region	Eastern region
City	Koidu City, Kono district
Structure	
Type of organization	Public institution established in 2019 through the Ministry of Technical and Higher Education (MTHE). It is owned and supported by the Government of Sierra Leone, as other GTIs.
Funding and partners	As a public institution, the government is covering significant costs, notably salaries. Otherwise, the main partner is the World Bank through the Skills Development Fund.
Organization and size / structure	The institute and staff are headed by a Board and managed by the Principal (administrative, academic and supporting staff). 8 Departments: <ul style="list-style-type: none"> - Agriculture - ICT - Automobile - Home Economics/Management - Mining Engineering - Construction - Electrical Engineering - Public Health
Costs	Tuition fees are SLE 500 for all programs. Extra charges of SLE 280 are also applied for matriculation, ID card, student Union fee, etc.
Profile of trainees	<ul style="list-style-type: none"> - The institute provides formal and informal training. - Trainees are from different regions of the country. Most are from the eastern region. - They are 80% male and 20% female, with variations across courses. - Trainees are generally from lower socio-economic backgrounds.
Total capacity	<p>For the current year, 900 students are enrolled:</p> <ul style="list-style-type: none"> - 650 through the informal program for the World Bank project - 250 students through the formal program <p>The institute has the capacity to accommodate up to 1,500 persons.</p>
Communication strategy	Various medias: radio, social media & direct engagement.
Details about types of trainings offered	

Training courses	<p><u>Courses at National Technical Certificate level:</u></p> <ul style="list-style-type: none"> - ICT (which involves Networking, Hardware and Software) - Home Economics/ Food Technology - Auto-mechanics - Welding - Electrical & Electronics Installation - Mining Engineering - Construction, (Carpentry, & Masonry)) - Agriculture - Public Health. <p><u>Courses at diploma level:</u></p> <ul style="list-style-type: none"> - Agriculture - ICT - Auto Mobile - Construction - Electrical Engineering and Electronic.
Entry / Admission requirements	<ul style="list-style-type: none"> - For the National Technical Certificate (NTC): attempts at BECE or WASSCE - For the Diploma: either 4 WASSCE credits or NTC
Training length / structure / format	NTC and diploma courses last 2 years.
Frequency of courses / semester schedule	<p>Courses are semestrial.</p> <p>The academic year starts in October and ends in July or August.</p>
Type of training	Training is both theory (30%) and practice (70%). All students follow core modules on entrepreneurship, mathematics, communication skills and basic computer skills.
Literacy levels required	<p>The level of literacy required depends on the level of the formal programs.</p> <p>In the informal programs, literacy is not a requirement.</p>
Curricula	<p>The institute uses two types of curricula:</p> <ul style="list-style-type: none"> - Informal curricula designed internally and validated by NCTVA - Formal curricula designed validated by NCTVA. <p>The competency-based approach cuts across all programs.</p>
Trainers	<p>23 instructors (9 full time and 14 part time), their qualifications ranging from Higher National Diploma to degrees.</p> <p>Those instructors would benefit from renewed training both on technical and teaching skills, as for all the TVET institutes in Sierra Leone.</p>
Certifications offered	<ul style="list-style-type: none"> - National Technical Certificate (NTC) - Diploma

	A certificate of completion delivered by the institute also exists for the informal programs.
Per diem / stipend for trainees	Not from the institution. However, students can receive per diem / stipends from specific programs /sponsors.
Post-training monitoring	<ul style="list-style-type: none"> - Training programs include internships periods, but the institute faces challenges in this regard. - A monitoring and evaluation officer traces trainees upon completion of their training. - The institute also contacts private and public actors to support the insertion of trainees.
Labor market integration statistics	No formal study was conducted on the insertion rate of trainees. The institute has no data on insertion, but it claims half of the trainees are employed by companies while others are self-employed or pursue further trainings.
Partnerships	
Capacity to integrate returnees into the program	<ul style="list-style-type: none"> - The institute showed willingness to welcome returnees as students. - Current students have similar profiles to the returnees' (mostly young men). - The training courses offered are in line with returnees' interest and expectations observed in other countries: relevant themes, certifications, and possibility for tailor-made programs.
Beneficiary capacity	Several hundreds of persons per year.
Partnerships with the private sector	Several partnerships or MoUs with private companies and local workshops/garages are in place. Thanks to international actors, stipends are provided to the instructors during on-the-job training.
Remarks	
Challenges expressed by key stakeholders	<ul style="list-style-type: none"> - Need for additional, modern training equipment - Need for a sustainable transportation facility to aid the movement of trainees (the institute is far away from the town). - Lack of accommodation sites for trainees and staff
Other comments and lessons learnt	This institute is quite recent but already benefits from significant international and private support. As for other GTIs supported by the World Bank, the provision of start-up kits and orientation towards entrepreneurship appears relevant given the context of the region and complementary to the competency-based approach of training
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Infosheet 10: Eastern Technical University

Eastern Technical University	
Country	Sierra Leone
Region	Eastern region
City	Kenema, Woama, Bunumbu
Structure	
Type of organization	<p>Public institution owned and supported by the Government of Sierra Leone and registered at the Tertiary Education Commission (TEC). Formerly known as Eastern Polytechnic.</p> <p>3 campuses across 3 districts in the Eastern Region: Woama in Kono District, Bunumbu in Kailahun District and the main campus in Kenema, Kenema District.</p>
Funding and partners	<p>As a public institution, the government is covering significant costs, notably salaries. Otherwise, the main partners are:</p> <ul style="list-style-type: none"> - World Bank - through the Skills Development Fund and Youth Employment support projects - UNDP through various programs (past) - GIZ on dual apprenticeship - African Development Bank – through the Youth Entrepreneurship and Employment Program (past) - MSF, Engineers without borders
Organization and size / structure	<p>The university and staff (administrative, academic, and supporting staff) are headed by the university court and managed by a Chancellor and Vice-chancellor. The university has 7 faculties:</p> <ul style="list-style-type: none"> - Faculty of Engineering and Innovation - Faculty of Education - Faculty of Pure and Applied Sciences - Faculty of Development Agriculture and Natural Resources Management - Faculty of Public Health and Disaster Management Studies - Faculty of Business and Entrepreneurship Studies - Institute of Distance Education and Continuous Professional Development <p>Most TVET courses are anchored in the faculty of Engineering and Innovation, Development Agriculture and Natural Resources Management and in the faculty of Business and Entrepreneurship studies.</p>
Costs	Overall cost for one year in a TVET course is around SLE 2,000 per year
Profile of trainees	<ul style="list-style-type: none"> - Trainees are aged between 17 and 50 years old from different regions of the country. Most are from the eastern region. - They are 60% males and 40% females, with variations across courses. - Trainees are generally from lower socio-economic backgrounds.
Total capacity	Close to 6,000 students registered in TVET programs.

Communication strategy	Various medias: radio, social media, direct engagement, and website (www.etusl.edu.sl)
Details about types of trainings offered	
Training courses	<p><u>Courses at National Vocational level:</u></p> <ul style="list-style-type: none"> - Carpentry and Joinery - Masonry & Tiling - Plumbing and Pipefitting - Mechanical Technology - Fabrication and Welding - Automobile Technology - Renewable Energy (Solar PV) - Electrical Technology - Catering <p><u>Courses at National Technical Certificate and diploma level:</u></p> <ul style="list-style-type: none"> - Building & Civil Engineering - Plumbing and Pipe Fitting (only NTC) - Land Surveying and Geomatics (only NTC) - Information and Communication Technology - Automobile Engineering - Renewable Energy (Solar PV) (only NTC) - Electrical Engineering - Mechanical Engineering - Business studies - Secretarial studies - Purchasing and stores management - Accounting and Finance (only diploma) - Banking and finance (only diploma) - Procurement (only diploma) - Business administration (only diploma) - Agriculture - Catering - Hotel and tourism (only diploma) - Dress making and designing - Public health - Medical Laboratory Sciences <p>The university also offers non-formal/basic training programs at Trade certificate level.</p>
Entry / Admission requirements	<ul style="list-style-type: none"> - For the National Vocational Certificate: 6 BECE credits or 4 WASSCE - For the National Technical Certificate (NTC): Hold a NVC or at least 2 WASSCE credits - For the Diploma: 3 WASSCE credits or NVQ or NTC

Training length / structure / format	NVC and Diploma courses last 2 years. NTC courses last 1 year. Basic training programs can last between 3 and 12 months.
Frequency of courses	Courses are semestrial. The academic year starts in October and ends in July or August.
Type of training	Training is mostly practical for non-formal courses (70%) and theoretical for certificate courses (60% theory) and diploma courses (70% theory). All students follow core modules on entrepreneurship.
Literacy levels required	The level of literacy required depends on the level of the formal programs. In the non-formal programs, literacy is not a requirement.
Curricula	The institute uses two types of curricula: <ul style="list-style-type: none"> - Non-formal curricula designed internally and built upon the competency-based approach. - Formal curricula designed validated by NCTVA and recently adapted to the competency-based approach.
Trainers	More than 100 lecturers in the university, their qualifications ranging from Higher National Diploma to degrees.
Certifications offered	<ul style="list-style-type: none"> - Trade certificates after basic/non-formal training programs - Vocational Certificates - National Technical Certificates - Diplomas (Ordinary and Higher Diplomas)
Per diem / stipend for trainees	Not from the institution. However, students can receive per diem / stipends from specific programs /sponsors.
Post-training monitoring	All training programs include internships periods (3 months). No post-training tracing or monitoring mechanism.
Labor market integration statistics	No formal study was conducted on the insertion rate of trainees. The university has no data on trainees' level of insertion on the job market.
Partnerships	
Capacity to integrate returnees into the program	<ul style="list-style-type: none"> - The university showed willingness to welcome returnees as students. - Current students have similar profiles to the returnees' (mostly young men). - The training programs offered are particularly diverse in terms of levels, formats, and courses' themes, which is interesting to diversify the reintegration options for migrants.
Beneficiary capacity	Several hundreds of persons per year.
Partnerships with the private sector	Few partnerships with private companies, notably to facilitate internships (aquaculture, renewable energy, mining, banking, hotels, etc.)

Partnerships with Labor market intermediation mechanisms	None.
Remarks	
Challenges expressed	<ul style="list-style-type: none"> - Need for additional, modern training equipment - Lack of accommodation sites for trainees and staff - Any future support in favor of migrants should aim at sustainability and hand-over to local partners to achieve greater impact.
Other comments and lessons learnt	<p>This university is a key player in the field of TVET in Sierra Leone given its number of trainees.</p> <p>It has worked with numerous international partners and puts emphasis on entrepreneurship training to ensure the highest self-employability chances after training.</p>
Contacts	
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Infosheet 11: Ernest Bai Koroma University of Science and Technology (EBKUST)

EKBUST	
Country	Sierra Leone
Region	Northern region
City	Magburaka, Makéni
Structure	
Type of organization	<p>Public institution owned and supported by the Government of Sierra Leone and registered at the Tertiary Education Commission (TEC). Formerly known as Northern Polytechnic and Government Technical Institute.</p> <p>3 campuses across 3 cities across the northern region Port Loko, Makéni and Magburaka. The Magburaka campus hosts the Institute of Technical and Educational Training (ITVET).</p>
Funding and partners	<p>As a public institution, the government is covering significant costs, notably salaries. Otherwise, the main partners are:</p> <ul style="list-style-type: none"> - World Bank - through the Skills Development Fund - UNDP - through various programs (past) - IOM – through the promotion of youth and women’s empowerment and entrepreneurship to dissuade irregular migration and human trafficking project - African Development Bank – through the Youth Entrepreneurship and Employment Program (past) - WHH – through solar training program (past)
Organization and size / structure	<p>The university and staff (administrative, academic, and supporting staff) are headed by the University Court and managed by a Chancellor and Vice-chancellors in each campus. The university has several faculties:</p> <ul style="list-style-type: none"> - Faculty of Engineering and Technology also known as the Institute of Technical and Educational Training (ITVET). - Faculty of religious and interfaith studies - Faculty of Education - Faculty of media and cultural studies - Faculty of Agriculture and Natural Resources Management - Faculty of Basic and Health Sciences - Faculty of Social and management Sciences <p>The ITVET provides most of the TVET courses. It is headed by a dean, with Heads of Departments and Lecturers.</p>
Costs	Overall cost for one year in a TVET course is around SLE 4,000 per year.
Profile of trainees	<ul style="list-style-type: none"> - Trainees are aged between 18 and 35 years old from different regions of the country. - They are 80% males and 20% females, with variations across courses.

	<ul style="list-style-type: none"> - Trainees are generally from lower socio-economic backgrounds.
Total capacity	400 trainees registered in the ITVET in the last academic year, but the institute can accommodate up to 600 trainees.
Communication strategy	Various medias: radio, social media, direct engagement, and website (https://www.ebkustsl.edu.sl/index.html)
Details about types of trainings offered	
Training courses	<p>The ITVET offers several courses at National Technical Certificate and diploma level:</p> <ul style="list-style-type: none"> - Building and construction - Mechanical engineering - Electrical Engineering - Solar PV Engineering - Plumbing - Carpentry - Auto Mobile - Fashion and Design <p>Other courses of the same level are available in other faculties:</p> <ul style="list-style-type: none"> - Agriculture - Business studies - Business administration - Accounting and finance, - Procurement - Banking and finance - HR management - Community development, among others. <p>Tailor-made/informal trainings can also be designed.</p>
Entry / Admission requirements	<ul style="list-style-type: none"> - For the National Technical Certificate: 3 WASSCE credits - For the Diploma: 4 WASSCE credits
Training length / structure / format	NTC courses last 1 year and Diploma courses 2 years. Informal programs are also available and can last between 3 to 9 months including internships.
Frequency of courses / semester schedule	<p>Courses are semestrial.</p> <p>The academic year starts in October and ends in July or August.</p>
Type of training	<ul style="list-style-type: none"> - Informal programs are hands-on training and mostly practical (90%). - Formal programs lead to official qualifications (certificates and diplomas) <p>Some courses are more practical than others: computer science, electrical engineering, carpentry and joinery, welding and fabrication are 80% practical for instance. Others are mostly theoretical (60%).</p> <p>All students follow core modules on entrepreneurship.</p>

Literacy levels required	The level of literacy required depends on the level of the formal programs. In the informal programs, literacy is not a requirement.
Curricula	<ul style="list-style-type: none"> - Informal curricula designed internally and on demand with a competency-based approach. Usually tailor-made for a certain public sponsored by an international partner. - Formal curricula designed validated by NCTVA.
Trainers	Level of qualifications ranging from certificates to degrees. Those instructors would benefit from renewed training both on technical and teaching skills, as for all the TVET institutes in Sierra Leone.
Certifications offered	<ul style="list-style-type: none"> - National Technical Certificates - Diplomas (Ordinary and Higher Diplomas) <p>Certificates are also issued for informal trainings.</p>
Per diem / stipend for trainees	Not from the institution. However, students can receive per diem / stipends from specific programs /sponsors.
Post-training monitoring	All formal training programs include internships periods (at least 3 months) but they are usually difficult to guarantee given the local economic context. No post-training tracing or monitoring mechanism .
Labor market integration statistics	No formal study was conducted on the insertion rate of trainees. The university has no data on trainees' level of insertion on the job market.
Partnerships	
Capacity to integrate returnees into the program	<ul style="list-style-type: none"> - The institute showed willingness to welcome returnees as students. - Current students have similar profiles to the returnees' (mostly young men). - The training courses offered are in line with returnees' interest and expectations observed in other countries: relevant themes, certifications, and possibility for tailor-made programs.
Beneficiary capacity	Several hundreds per year.
Partnerships	<ul style="list-style-type: none"> - Few partnerships with private companies, notably to facilitate internships. - No partnership with Labor market intermediation mechanisms.
Remarks	
Challenges expressed	<ul style="list-style-type: none"> - Need for additional, modern training equipment - Need for stipends to trainees during their internships
Other comments and lessons learnt	This university has had numerous international partners that have reinforced its TVET offer, and it is the only public TVET partner identified in the northern region.
Contacts	
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POTENTIAL PARTNERSHIPS WITH PRIVATLY OWNED TRAINING CENTERS

Infosheet 12: Center of Digital Excellence (CODE)

Center of Digital Excellence (CODE)	
Country	Sierra Leone
Region	Western region
City	Freetown
Structure	
Type of organization	<p>Private owned IT training center established in 2020 by Choithram Group of Companies. Choithram Group of Companies has been present in Sierra Leone since 1958 and the center was built as part of the company's corporate social responsibilities.</p> <p>Because of COVID-19, the start of operations of CODE was delayed to 2021.</p> <p>CODE has a partnership with NIIT Limited, an India-based company pioneer in IT training and workforce development. NIIT Ltd started in the year 1981 in India and now is operating in over 30 countries offering IT training and solutions as well as various skills development programs. CODE is also associated with Manipal University in India.</p> <p>CODE is registered under the Tertiary Education Commission (TEC).</p>
Funding and partners	CODE is solely managed and funded by Choithram Group of Companies.
Organization and size / structure	<p>The center is run by its founder and a team made of 11 teachers, administrative and student support staffs. Two well experienced students' counsellors are also involved to help understand students' requirements, their aptitude and recommend the right level of programs to pursue.</p> <p>CODE is offering modern infrastructure and technologies to deliver according to the standards of its partners (NIIT Ltd and Manipal University)</p>
Costs	<p>Fees differ depending on the program:</p> <ul style="list-style-type: none"> - Basic Certificate program – SLE 2,500 - Honors Diploma – SLE 15,000 - Advanced or professional Diploma – SLE 30,000
Profile of trainees	Trainees are youth from different regions of the country.
Total capacity	The center currently has 450 trainees but can accommodate up to 2,000 persons.
Communication strategy	Various medias: radio, social media, direct engagement, and website (http://codesl.org/index.php)
Details about types of trainings offered	
Training courses	<p>Exclusively ICT trainings.</p> <p>Certificate programs:</p>

	<ul style="list-style-type: none"> - Basic Programs in MS Office Tools - Installing, configuring, managing, and troubleshooting a PC - Protocol and internetworking standards - Programming (Python, Java) - Web Design and Development - Software engineering - Diploma programs: <ul style="list-style-type: none"> - Information technology (Full Stack Development or Infrastructure Management) - Business and Digital marketing <p>CODE also has a coding program for kids from 6-14 years old.</p>
Entry / Admission requirements	<p>Eligibility criteria differ depending on programs:</p> <ul style="list-style-type: none"> - 6-months Certificate programs require 2 WASSCE credits and good comprehensive skills in English - 2-years diploma programs require 4 WASSCE credits. <p>Various programs also exist for candidates who missed out on mainstream education after BECE or WASSCE levels. Counsellors play an essential role in evaluating applicants and prescribing the level of program to pursue.</p>
Training length / structure / format	<p>Programs last from 2 months to 2 years:</p> <ul style="list-style-type: none"> - Certificate program: 2 to 6 months - Honors Diploma program: 1 year - Advanced Certificate/Diploma: 18 months - Professional Diploma: 2 years. <p>Classes take place 3 days a week and 2 hours a day, meaning 6 hours a week, which a trainee can opt to do either in the morning, afternoon, or evening sessions.</p>
Frequency of courses / semester schedule	<p>Courses are semestrial.</p> <p>The academic year starts in October and ends in July or August.</p>
Type of training	<p>The training delivery system is online. The learning is 100% practical.</p>
Literacy levels required	<p>The level of literacy required depends on the level of the programs.</p>
Curricula	<p>All courses/curriculum have been designed the center's partners NIIT Limited and Manipal University and are accredited by NCTVA.</p>
Trainers	<p>Trainers are a combination of international (6) and national (5) experts.</p>
Certifications offered	<ul style="list-style-type: none"> - Certificate - Advanced Certificate - Honors Diploma - Advanced Diploma

	<ul style="list-style-type: none"> - Professional Diploma <p>Each certification is granted after an assessment which includes online tests, assignments, and projects.</p>
Per diem / stipend for trainees	Not from the institution.
Post-training monitoring	All trainees who complete training register to the alumni team to get support. This team helps identify and generate opportunities for trainees and monitors their job performances. It can even help in case of IT issue at trainees' places of work.
Labor market integration statistics	No data available given the recent start of operations.
Partnerships	
Capacity to integrate returnees into the program	<ul style="list-style-type: none"> - The institute showed willingness to welcome returnees as students. - The training courses offered are relevant for returnees interested in ICT careers given their format, length, certifications and the follow up support available.
Beneficiary capacity	Several hundreds per year.
Partnerships	No partnership in place with private companies or with Labor market intermediation mechanisms.
Remarks	
Challenges expressed	Need for stipends to trainees during their training.
Other comments and lessons learnt	CODE has expansion plans for its existing campus in Freetown as well as for establishing other campuses in major cities of Sierra Leone.
Contacts	
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Infosheet 13: Murialdo Institute of Management, Entrepreneurship and Technology (MIMET)

Murialdo Institute of Management, Entrepreneurship and Technology (MIMET)	
Country	Sierra Leone
Region	Western region
City	Freetown
Structure	
Type of organization	Private owned institute established in Freetown 1992 by St. Joseph Fathers. It is registered under the Tertiary Education Commission (TEC).
Funding and partners	The government is a key actor, covering the salaries of half of the teachers. Otherwise, the main partners are: <ul style="list-style-type: none"> - World Bank - through the Skills Development Fund - Private donors and the Catholic mission in Italy - Engim International – NGO providing furniture and equipment material GIZ also supported the institute through EU funding
Organization and size / structure	The institute is managed by a board of governors and run by the principal and its team (teachers and administrative staff).
Costs	Variable depending on the program: <ul style="list-style-type: none"> - Vocational Certificates (VC) in Tailoring, Hair Dressing and Catering – total fee per year for a trainee is SLE 600 (SLE 400 per year for tuition and SLE 200 for other charges) - Vocational Certificates (VC) in Building, Electrical and Welding – total fee per year for a trainee is SLE 750 (including SLE 450 tuition fees) - National Technical Certificates (NTC) – total fee per year for a trainee is SLE 800 (including SLE 500 tuition fees) - National Diplomas (ND) – total fee per year is SLE 900 (including SLE 550 tuition fees) - Higher National Diploma – total fee per year is SLE 1,500 (including SLE 1,150 tuition fees)
Profile of trainees	<ul style="list-style-type: none"> - Trainees are mostly from lower socio-economic backgrounds and from different regions of the country. - Most are males (60%)
Total capacity	The institute currently has 552 trainees but can accommodate 600 persons.
Communication strategy	Various medias: radio, social media, direct engagement, and website (https://murialdoinstitute.org/)
Details about types of trainings offered	
Training courses	<u>Vocational certificate level:</u> <ul style="list-style-type: none"> - Metal work and welding - Building and construction

	<ul style="list-style-type: none"> - Tailoring and dress making - Electrical installation - Hair dressing/cosmetology <p><u>National Technical Certificate (NTC) or higher level</u></p> <ul style="list-style-type: none"> - Electrical and Electronics technology/engineering - Mechanical technology/engineering - Construction technology/building and civil engineering - Business studies - Computer studies/computer hardware technology - Catering and food preservation <p><u>Only available at diploma or higher level:</u></p> <ul style="list-style-type: none"> - Secretarial studies - Human resources management - Accounting and Finance - Business administration and management - Banking and Finance - Logistics, supply chain management and procurement
Entry / Admission requirements	<ul style="list-style-type: none"> - For Vocational programs – a minimum of Basic Education Certificate Examination (BECE) - For NTC programs – 3 credits in the West African Senior Secondary Certificate Examination (WASSCE), including English and Mathematics. - For National Diploma programs or higher – 4 credits in the West African Senior Secondary Certificate Examination (WASSCE), including English and Mathematics. <p>Other certificates and Diploma qualifications from NCTVA-recognized institutions are also considered.</p>
Training length / structure / format	<ul style="list-style-type: none"> - Vocational certificates programs – 1 year - NTC, diploma and Higher national diploma programs – 2 years <p>Since 2012, short-term trainings are available, mostly for students who left school or who have never been to school.</p>
Frequency of courses / semester schedule	<p>Courses are semestrial.</p> <p>The academic year starts in October and ends in July or August.</p>
Type of training	<ul style="list-style-type: none"> - Vocational certificate Programs – 50% Practice and 50%Theory - National Technical Certificate Programs – 40% Practice and 60% Theory - National Diploma Programs – 25% Practice and 75% Theory - Higher National Diploma Programs – 25% Practice 75% Theory
Literacy levels required	<p>Generally, literacy is required for trainings programs.</p> <p>The institute has the capacity to train illiterate people in specific programs like catering, hair dressing and tailoring.</p>

Curricula	Curricula are designed and validated by NCTVA. The Competency-based approach is applied.
Trainers	32 trainers, with various qualifications ranging from certificates to degrees.
Certifications offered	<ul style="list-style-type: none"> - Vocational certificate - National Technical Certificate - National Diploma - Higher National Diploma <p>The institute has a 80% success rate at the National Certificate Examinations.</p>
Per diem / stipend for trainees	Not from the institution. NGO or international partners can provide per diem as part of their projects.
Post-training monitoring	All trainees must go through a 3-months internship, during which they are followed by the registrar and their heads of Departments once every month. However, there is no formal post-training monitoring mechanism yet in place
Labor market integration statistics	No formal studies are conducted on the insertion rate of trainees. According to the institute, after completion of training, most of the trainees enroll for higher studies while around 15% are self-employed and 35% employed.
Partnerships	
Capacity to integrate returnees into the program	<ul style="list-style-type: none"> - The institute showed willingness to welcome returnees as students. - Current students have similar profiles to the returnees' (mostly young men). - The training programs offered are diverse in terms of levels, formats, and courses' themes, which is interesting to diversify the reintegration options for migrants.
Beneficiary capacity	Several hundred per year.
Partnerships	No partnership with private companies for insertion, nor with Labor market intermediation mechanisms.
Remarks	
Challenges expressed	<ul style="list-style-type: none"> - Need for additional, modern training equipment in some programs - High operating costs (consumables and teachers' salaries)
Other comments and lessons learnt	This institute has a long experience and several significant international and private support, including from the EU, the World Bank and GIZ.
Contacts	
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Infosheet 14: Jackson and Devon Anderson (JADA) Technical Institute

Jackson and Devon Anderson (JADA) Technical Institute	
Country	Sierra Leone
Region	Southern region
City	Sierra Rutile, Kpanguma
Structure	
Type of organization	Private owned institute established in Bonthe District in 2010 thanks to a philanthropist and supported by private mining companies Sierra Rutile & Vimetco. It is registered under the Tertiary Education Commission (TEC).
Funding and partners	Sierra Rutile is a key support to the Institute (quarterly subvention, free energy and water) Otherwise, the main partners are: <ul style="list-style-type: none"> - World Bank - through the Skills Development project - GIZ – through the project ‘From Mines to Minds’ (past) - IOM supported internships for trainees of the institute
Organization and size / structure	The institute is managed by a board of directors and run by the principal and its team (teachers and administrative staff). 18 staff members in total (including 9 part-time) The institute is divided in 2 Schools: <ul style="list-style-type: none"> - School of Engineering - School of Business Administration
Costs	Non formal short programs: SLE 1,200 Formal programs: <ul style="list-style-type: none"> - Certificate programs - SLE 2,750 (including SLE 2,400 for tuition fee) - Diploma programs - SLE 3,350 (including SLE 3,000 for tuition fee)
Profile of trainees	<ul style="list-style-type: none"> - Trainees are youth aged 18 to 35 years old from different regions of the country. - Most are males (more than 60%)
Total capacity	The institute trains more than 150 youth/year but can accommodate up to 400.
Communication strategy	Various medias: radio, social media, direct engagement
Details about types of trainings offered	
Training courses	<u>Non formal courses:</u> <ul style="list-style-type: none"> - Welding and fabrication - Information technology (ICT) <u>Courses at both certificate and diploma level (formal):</u> <ul style="list-style-type: none"> - Mechanical Technology - Electrical and Electronics Technology

	<ul style="list-style-type: none"> - Automobile Technology - Civil Technology - Business Studies
Entry / Admission requirements	<ul style="list-style-type: none"> - For non-formal programs - BECE class and above - For formal programs (certificate and diploma level) - 2 credits in the West African Senior Secondary Certificate Examination (WASSCE), preferably in sciences.
Training length / structure / format	<p>For non-formal programs:</p> <ul style="list-style-type: none"> - Welding and fabrication course - 6 months - Information technology (ICT) - 1 year <p>Formal programs: 2 years</p>
Frequency of courses / semester schedule	<p>Courses are semestrial.</p> <p>The academic year starts in October and ends in July or August.</p>
Type of training	<ul style="list-style-type: none"> - Non-formal programs - 80% practice and 20% theory - Formal programs - 40% practice and 60% theory <p>Except for the Welding and fabrication program, all trainees follow entrepreneurship and IT modules.</p>
Literacy levels required	<p>Basic literacy is required.</p>
Curricula	<p>The curriculum for the welding and fabrication course was designed with support from the World Bank's Skills Development project.</p> <p>Formal programs' curricula are designed and validated by NCTVA. The Competency-based approach is applied.</p>
Trainers	<p>15 trainers, with various qualifications ranging from diploma to master's degrees.</p>
Certifications offered	<ul style="list-style-type: none"> - Certificate of completion delivered by the institute for non-formal programs - National Technical Certificate - National Diploma <p>The institute has close to 80% success rate (pass or more) at the National Certificate Examinations.</p>
Per diem / stipend for trainees	<p>Not from the institution. NGO or international partners can provide per diem as part of their projects.</p> <p>According to the institute, the drop-out rate is around 5%, usually for issues related to financial and accommodation challenges.</p>
Post-training monitoring	<p>All trainees must go through internships after training.</p> <p>A staff is dedicated to track former trainees, but only those located in the southern region due to lack of capacities.</p>
Labor market integration statistics	<p>No formal study was conducted on the insertion rate of trainees.</p>

	According to the institute, after completion of training, more than half of the trainees work, either employed or self-employed.
Partnerships	
Capacity to integrate returnees into the program	<ul style="list-style-type: none"> - The institute showed willingness to welcome returnees as students. - Current students have similar profiles to the returnees' (mostly young men). - The training programs offered are sufficiently diverse in terms of levels, formats, and courses' themes.
Beneficiary capacity	Several dozens per year.
Partnerships	Partnerships exist with private mining companies and local workshops. The institute signed MoUs with the latter for trainees' internships.
Remarks	
Challenges expressed	<ul style="list-style-type: none"> - Need for additional, modern training equipment in some programs - Transportation costs are high - Lack of accommodation facility for trainees
Other comments and lessons learnt	This institute has a proven track record of collaboration with significant international and private partners, including IOM. Given its relationships with mining companies, it could be mobilized for returnees willing to work in the mining sector
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Infosheet 15: Sierra Leone Opportunities Industrialization Centers (SLOIC)

Sierra Leone Opportunities Industrialization Centers (SLOIC)	
Country	Sierra Leone
Region	Northern & southern regions
City	Makéni, Lungi, Bo & Mattru Jong
Structure	
Type of organization	<p>The Sierra Leone Opportunities Industrialization Centers (SLOIC) was established in 1977 as a national non-governmental organization with a grant from the United State Agency for International Development (USAID). The OIC movement was started by an African America Baptist Pastor. Late Rev. Leon H. Sullivan, in Philadelphia, Pennsylvania, USA in 1964. SLOIC is thus part of the global network of independently operated OIC Institutions.</p> <p>The Sierra Leone OIC has considerably developed since its first maiden center in 1977, the Bo Vocational Training Center (BVTC). Other centers like the Makéni Vocational Training Center (1991), the Mattru Jong Vocational Training Center (1993) and Lungi Vocational Training Center (1996) now also exist.</p>
Funding and partners	<p>The global headquarters, OIC International, based in the USA, provides technical assistance while Sierra Leoneans lead the local institution.</p> <p>The government is also a key actor, helping to fund the salaries of some teachers and through a strong partnership with the National Youth Commission.</p> <p>Otherwise, the main international partners are:</p> <ul style="list-style-type: none"> - World Bank - through the Skills Development Fund - Bread for the World – German NGO - Engineers without Border – for facilities development support - UNDP - Children's Fund - CAUSE Canada <p>Sierra Leonean organizations also support SLOIC: Munafa M'patie, Help A Need Child SL, YMCA Sierra Leone</p>
Organization and size / structure	<p>SLOIC is managed by a board of directors and the various centers by management committees. The Board oversees policy formulation, resource mobilization and general programmatic and financial oversight. It comprises members of government and business representatives.</p> <p>Management committees have responsibilities that principally concentrate on plans, finances, personnel, and training issues at the local level. In each center, there is a principal/training manager, an assistant training manager, a vocational coordinator/registrar, and other administrative staff.</p> <p>There is also a national coordinating secretariat, responsible for ensuring that the management and administration of centers are in line with the Board policies and directives.</p>
Costs	Free Tuition. Trainees however pay for other charges (materials, etc.) between SLE 1,000 to SLE 2,000 per year depending on the type and level of training.

Profile of trainees	<ul style="list-style-type: none"> - Mostly youths aged above 15 coming from low socio-economic backgrounds and from all regions of the country - Most trainees are male (60%), with variations depending on the courses - Vulnerable and marginalized youths are integrated: early school leavers, drug addicts, sex workers etc.
Total capacity	<p>Since its creation, SLOIC has trained more than 30,000 youth.</p> <p>SLOIC centers can jointly accommodate more around 5,000 trainees per year. The Bo center is the largest currently training more than 1,800 youths.</p>
Communication strategy	Various medias: radio, social media, direct engagement, OIC website (https://www.oicinternational.org/)
Details about types of trainings offered	
Training courses	<p>SLOIC offers formal and non-formal programs in:</p> <ul style="list-style-type: none"> - Business & Entrepreneurship Development - Health, Nutrition & HIV/AIDS/ psycho-social support to victims of any forms of disasters - Development Finance - Post Conflict Rehabilitation - Agriculture General & Agriculture Survey - Auto Mechanic - Carpentry - Electricity - Home Management - Masonry - Metal Works - Tailoring - Weaving - Boat Making - Tilling - Plumbing - Community Development Studies (CDS) - Computer Studies - Driving Skills - Hair Dressing <p>Not all courses are offered at each center, as courses are selected based on local needs.</p>
Entry / Admission requirements	<p>For non-formal programs – no specific requirements</p> <p>For formal programs – entry requirements include BECE and WASSCE results</p>
Training length / structure / format	<p>For non-formal trainings - the duration is 18 months (15 months of in-house training and 3 months of internship). 70% practical and 30% theory.</p> <p>For formal programs – the duration is between 1 to 3 years depending on the program level (NTC, diploma, Higher national diploma). 80% theory and 20% practical.</p>

	SLOIC also offers tailor-made programs running for 6 months (called Quick Impact Project (QIP)) for those that have already acquired skills but lack certification.
Frequency of courses / semester schedule	Courses are semestrial. The academic year starts in October and ends in July or August.
Type of training	<ul style="list-style-type: none"> - For non-formal trainings - 70% practical and 30% theory. - For formal programs – 80% theory and 20% practical. <p>All trainees follow entrepreneurship modules. SLOIC also organizes a so called 'feeder program', which includes life skills acquisition such as job finding techniques, counselling, and HIV/AIDS information.</p>
Literacy levels required	Basic ability to read and write is necessary to take part in SLOIC programs. SLOIC introduced additional classes in literacy and numeracy skills.
Curricula	Non-formal curricula are developed by SLOIC while formal ones are developed in coordination with NCTVA. The competency-based approach is mostly used in non-formal trainings.
Trainers	At least 20 trainers per center, with various qualifications ranging from certificates to degrees. Many teachers are former trainees, often lacking practical experience in the private industry.
Certifications offered	Certificates of completion for non-formal trainings. For formal programs: <ul style="list-style-type: none"> - National Technical Certificate - National Diploma - Higher National Diploma
Per diem / stipend for trainees	Not from the institution. NGO or international partners can provide per diem as part of their projects. The drop-out rate is around 10%, according to the institution.
Post-training monitoring	On the job training (OJT) is a very important component of SLOIC trainings. It covers all programs and lasts 3 months at least. Each center has a Job Developer in charge of post-training activities like tracer studies, business advisory, coaching, mentoring, trainee data management, counselling services, etc. They are also in charge of linking the center with industries and discuss wages or settle conflicts when they arise. Some centers (such as the one in Bo) also have specific career counsellors for trainees. Overall, follow up of trainees is not frequent because of the long distances, the shortage of personnel and the costs of travelling.
Labor market integration statistics	SLOIC centers have a trainee data management officer. A formal study was conducted in 2010 by a German NGO (Evangelischer Entwicklungsdienst). It highlighted that 26% of trainees were unemployed after training. This is in line with the recent data communicated by SLOIC: around 75% are employed or (mostly) self-employed.

Partnerships	
Capacity to integrate returnees into the program	<ul style="list-style-type: none"> - The institute showed willingness to welcome returnees as students. - Current students have similar profiles to the returnees' (mostly young men). - The training programs are adapted to the profile of returnees, in particular non-formal trainings.
Beneficiary capacity	Several hundred per year.
Partnerships	<p>Partnerships include industrial companies like Sierra Rutile, SOCFIN, Addax Bio-Energy, Africa Minerals, Octea (former Koidu Holdings), Vimetco, the Sierra Leone Police and military and ministries.</p> <p>No partnership with Labor market intermediation mechanisms.</p>
Remarks	
Challenges expressed	<ul style="list-style-type: none"> - Need for additional, modern training equipment - Need for provision of start-up kits to trainees
Other comments and lessons learnt	Ove the years, SLOIC has developed the credibility and recognition associated with being one of the leading TVET institutions in the country. It has a long track record of working in the sector with numerous international and private actors, dating back to the support to the reintegration of ex-combatants and war-affected youth. In this context, it even developed specific capacities for psycho-social counselling and mediation.
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Infosheet 16: Mankind's Activities for Development Accreditation Movement (MADAM) Youth Training and Service Center

MADAM Youth Training and Service Center	
Country	Sierra Leone
Region	Northern region
City	Makéni
Structure	
Type of organization	<p>Private owned center established by MADAM, a local NGO aiming at improving livelihood security for youth and the most vulnerable.</p> <p>The NGO describes itself as one of the oldest and leading national NGO operating in Northern Sierra Leone. It was founded in 1991 and has a long experience in business development and entrepreneurship support in the agricultural, food processing, fish farming, auto-mechanic, livestock, and catering sectors¹.</p> <p>MADAM also operates two centers, one at primary level (center for special education) in Makali, and the Youth training and service center in Makeni city. The latter is registered under the Tertiary Education Commission (TEC).</p>
Funding and partners	<p>MADAM is the main supporter, along with the government which is covering the salaries of teachers.</p> <p>Otherwise, the main partners are:</p> <ul style="list-style-type: none"> - WHH (Welt Hunger Hilfe) – German NGO - Bread for the World – German NGO - The World Bank – through the Skills Development Fund - GIZ – through the Employment Promotion Program on dual apprenticeship training.
Organization and size / structure	The center is managed by a board of governors and run by the principal and its team (teachers and administrative staff).
Costs	<p>Initially, the center offered free tuition. Nowadays, small fees are required:</p> <ul style="list-style-type: none"> - Short term non-formal programs - from SLE 500 to SLE 1,000. - Basic formal programs - SLE 350/year
Profile of trainees	<ul style="list-style-type: none"> - Trainees are mostly from lower socio-economic backgrounds and from different regions of the country. - Some trainees have vulnerable profiles (sex workers, drug addicts, people with disabilities) - Most are females (55%)
Total capacity	The center currently has 290 trainees but can accommodate up to 1,000 persons.

¹ For instance, MADAM already supported hundreds of farmers to develop inland valley swamp cultivation, establish seed banks and start fish farming, promoted agro-business by constructing and equipping a cassava processing unit and building up the technical capacities and business skills of farmer based organizations, initiated farmer field schools with demonstration farms, facilitated the establishment of Village Savings and Loan Associations (VSLA) to promote the culture of savings and linked farmers to markets through various projects that improved the livelihoods of thousands of rural households.

Communication strategy	Various medias: radio, social media, direct engagement, and MADAM website (https://www.madam-sl.org/)
Details about types of trainings offered	
Training courses	<p><u>Short term non-formal programs:</u></p> <ul style="list-style-type: none"> - Solar installation - Cake making and decoration - Food and beverages - Bead/Ankara work - Indoor and outdoor decoration - Make-up and hair dressing - Entrepreneurship skills training <p><u>Formal programs:</u></p> <ul style="list-style-type: none"> - Electrical and solar installation - Auto-mechanics - Welding - Catering and hotel business - Agricultural survey
Entry / Admission requirements	For formal programs: entry requirements are based on BECE and WASCE results Short term non formal programs: No specific entry requirement
Training length / structure / format	<ul style="list-style-type: none"> - Short term non-formal programs – 3 to 6 months - Formal programs – 2 years
Frequency of courses / semester schedule	Courses are semestrial. The academic year starts in October and ends in July or August.
Type of training	<ul style="list-style-type: none"> - Short term non-formal programs – 70% practical and 30% theory - Formal programs – 60% theory and 40% practical <p>All trainees follow entrepreneurship modules.</p>
Literacy levels required	Literacy is required for formal trainings programs. Illiterate people are accepted in short term, non-formal programs.
Curricula	Curricula are designed and validated by NCTVA. The Competency-based approach is applied in non-formal programs, but there is a need to strengthen its implementation in formal programs (as for many TVET centers in the country)
Trainers	Trainers hold various qualifications ranging from certificates to degrees.
Certifications offered	<ul style="list-style-type: none"> - National Technical Certificate for formal programs - Certificate of completion for non-formal programs
Per diem / stipend for trainees	Not from the institution. NGO or international partners can provide per diem as part of their projects.

	Around 2-3% drop out rate due to financial and transport constraints according to the center.
Post-training monitoring	All trainees from formal programs must go through a 3-month internship. After completion of programs, trainees are supported and traced informally but there is no formal post-training monitoring mechanism yet in place.
Labor market integration statistics	No formal study was conducted on the insertion rate of trainees.
Partnerships	
Capacity to integrate returnees into the program	<ul style="list-style-type: none"> - The institute showed willingness to welcome returnees as students. - Training programs, especially the short non-formal training programs, seem particularly well aligned with the interests and needs of returnees (entry requirements, courses' themes, length/format, type)
Beneficiary capacity	Several hundreds per year.
Partnerships	Partnerships with industries and private companies have been established to allow for internships and job placements.
Remarks	
Challenges expressed	<ul style="list-style-type: none"> - Need for additional, modern training equipment and infrastructure - Transport constraints since the center is located 3 to 4 miles off Makéni city
Other comments and lessons learnt	MADAM has a long experience in both technical skills training and entrepreneurship support (business plan development, access to market, access to finance, etc.) with several international actors including the EU, the World Bank, and GIZ. It could be mobilized to provide those two types of support to returnees.
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2.2. Possible partnerships for the reintegration of returnees through entrepreneurship and access to financial services

Infosheet 17: National Youth Commission (NAYCOM)

National Youth Commission (NAYCOM)	
Country	Sierra Leone
Region	Western, Southern, Eastern, Northern
City	Main office in Freetown
Locations served	All 4 regions of the country through regional offices
Structure	
Type of organization	Public organization established in 2010 to 'increase the productive capacity of youth for enhanced participation in development and governance'. As such, it aims at: <ul style="list-style-type: none"> - Promoting youth creativity, potential and skills - Creating employment opportunities - Initiating partnerships for youth development programs with relevant institutions.
Type of support provided	<ul style="list-style-type: none"> - Skills development and training (See above Obasanjo Skills Acquisition and Youth Transformation College – infosheet #2) - Entrepreneurship support
Current / Main Funding	UNDP, World Bank, African development bank, ILO, German cooperation, UNFPA, OSIWA
Organization structure	The NAYCOM is placed under the supervision of the ministry of Youth but remains a separate entity aimed at complementing its work and implementing its strategic orientations.
Profile of Beneficiaries	Youth aged between 18 and 35 years old
Communication strategy	Website: https://naycom.gov.sl/ Social networks
Details on services offered	
Entrepreneurship Support	Type of support offered: <ul style="list-style-type: none"> - Overall development of the entrepreneurship support ecosystem, in particular the sector of agriculture, fisheries, and tourism - Support to entrepreneurs through grants, start-up kits and/or training - Linking entrepreneurs with financial institutions, notably MFIs
	Main results: <ul style="list-style-type: none"> - Several hundreds of youths trained in entrepreneurship or technical skills. - Career advisory and placement services established in several universities. - Establishment of District Youth Councils across all districts of the country to support youth engagement.

Monitoring mechanism for beneficiary progress	<p>NAYCOM is also in charge of collecting data on youth, and of producing the “Status of Youth report”, but it faced challenges, and the above report was not published for several years.</p> <p>Monitoring and Evaluation mechanisms remains weak to measure overall progress at macro level on youth indicators, but also to trace the progress at individual level.</p>
Partnerships	
Existing Partnerships	<p>Main current or recent partners are:</p> <ul style="list-style-type: none"> - UNDP through many past projects - The World Bank through the Sierra Leone diversification project and Sierra Leone agro-processing competitiveness project - GIZ through the Employment Promotion Project - African Development Bank through the Youth Entrepreneurship and Employment Program (finished in 2021). - ILO through the opportunity Salone project - The EU also intervened through the National Authorizing Office
Perspectives / partnership opportunities for future programming	<p>NAYCOM’s experience on Youth development, its mandate, geographical coverage, and relationships with development partner make it a key player in order to facilitate migrants’ insertion and access to opportunities.</p>
Remarks	
Challenges expressed	<ul style="list-style-type: none"> - Coordination with other actors in the field of youth empowerment is lacking. - Lack of consolidated data and Monitoring and Evaluation on the activities and progress made at macro level.
Other comments and lessons learnt	<p>To ensure the effectiveness of the reintegration through entrepreneurship, migrants shall have the appropriate mindset, long term view and responsibility over their own reintegration path. It will be key to ensure that the ones selected for this pathway possess those qualities.</p>
Contacts	
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Infosheet 18: Africa Institute for Development and Equity (AIDE)

Africa Institute for Development and Equity (AIDE)	
Country	Sierra Leone
Region	Western region
City	Main office in Freetown
Locations served	Whole country
Structure	
Type of organization	<p>Formerly known as Cordaid, an international Dutch NGO, the organization became a local non-profit organization in September 2022. The new organization retains Cordaid's full management and team ensuring continuity in the quality of implementation and management of funds (same financial systems used).</p> <p>It has 28 years of experience operating in Sierra Leone, of which 20 as a donor NGO and 8 as an implementation NGO.</p>
Type of support provided	<p>AIDE intervenes along 4 key sectors in Sierra Leone:</p> <ul style="list-style-type: none"> - Private Sector/Entrepreneurship Development - Healthcare - Security and Justice - Community Development <p>AIDE's approach for private sector/entrepreneurship development is flexible and tailored to the profiles of beneficiaries and areas of intervention. As such, AIDE also has strong project management and quick study/research capacities.</p>
Main Fundings	In the past, Cordaid worked with the World Bank, UNPBF, UNDP, UNFPA, USAID, the Netherlands ministry of Foreign Affairs and the government of Sierra Leone among others.
Organization structure	<p>The Cordaid exit team consisted of The Country Director, Senior Managers, Mid-level Managers, and some Project and Administrative totaling a dozen persons. A network of experts can be mobilized for specific missions.</p> <p>AIDE is a project-based organization.</p>
Profile of Beneficiaries	<p>Under its private sector/entrepreneurship development practice, AIDE targets SMEs and entrepreneurs in general with specific focus depending on the projects' focus.</p> <p>A specific focus is attached to youth and vulnerable groups.</p>
Total capacity	Up to several hundreds of beneficiaries under the private sector/entrepreneurship development practice.
Communication strategy	<p>Website: https://aidesl.com/</p> <p>Social networks</p>
Details on services offered	
Entrepreneurship & SMEs support	<p>Type of support offered:</p> <ul style="list-style-type: none"> - Incubation, acceleration, training, and business skills development - Follow up support, mentoring and coaching - Access to financial services through a network of financial institutions

	<ul style="list-style-type: none"> - SMEs Diagnosis and technical assistance <p>Main results:</p> <ul style="list-style-type: none"> - AIDE has built a solid reputation among international partners on private sector/entrepreneurship development and financial inclusion until managing several significant projects (see below).
Monitoring mechanism	The follow up and monitoring applied depends on the type of program and resources allocated to it.
Partnerships	
Existing Partnerships	<p>Main current partners under the private sector/entrepreneurship development practice are:</p> <ul style="list-style-type: none"> - The World Bank through two projects (Smallholder Commercialization and Agribusiness Development Project and Sierra Leone Agro-Processing Competitiveness Project) for almost USD 1 million. - The UNDP through the Growth accelerator project for USD 30,000. - The West Africa Bright Future Fund: EUR 27 million Fund targeting 4 countries (Sierra Leone, Mali, Burkina Faso, and Guinea) with a focus on agribusiness, clean energy, waste management and microfinance; and Cordaid as anchor investor.
Perspectives / partnership opportunities for future programming	<p>AIDE's track record on entrepreneurship support and extensive network of partners within this sector – international organizations, MFIs, government - make it a relevant partner for the reintegration of returnees. It could also be entrusted with more responsibilities in terms of case management given its project management capacities and reliability.</p> <p>This structure also offers the opportunity to localize the reintegration assistance - which is important to build sustainability - and to build knowledge on the profiles of returnees through quick scoping missions prior to the start of the support.</p>
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Infosheet 19: Small and Medium Enterprises Development Agency (SMEDA)

Small and Medium Enterprises Development Agency (SMEDA)	
Country	Sierra Leone
Region	Western region
City	Office in Freetown
Locations served	Whole country
Structure	
Type of organization	Public organization established in 2016 to promote and develop Small and Medium Enterprises (SMEs)
Type of support provided	<ul style="list-style-type: none"> - Design and implementation of development support programs and schemes for SMEs - Facilitation, assistance and provision of market access and business linkage opportunities to SMEs to enable them to compete successfully on the national and international markets.
Current / Main Funding	ILO, GIZ, World Bank, UNIDO, UN Women, African Development bank.
Organization structure	Managed by a Chief executive officer with a small team of less than 50 staff. SMEDA is under the supervision of the Ministry of Trade and Industry and acts as an implementing agency.
Profile of Beneficiaries	<p>SMEs are the main public, but SMEDA impacts beyond SMEs entrepreneurs and youth in general.</p> <p>Besides, the definition of SMEs is being reviewed to become broader. The annual turnover of a company is not the only parameter anymore, as the number of workers and assets should now be considered to classify companies.</p>
Total capacity	SMEDA works with partners but also directly in support of beneficiaries. The small team can only accommodate a few dozen beneficiaries.
Communication strategy	<p>Website: https://smeda.gov.sl/</p> <p>Social networks</p>
Details on services offered	
Entrepreneurship & SMEs support	<p>Type of support offered:</p> <ul style="list-style-type: none"> - Registration - Loans and grants - Financial services - SMEs Diagnosis and business development services - Mentoring and coaching <p>Main results:</p> <ul style="list-style-type: none"> - the SMEDA database now counts 12,000 to 15,000 SMEs - Financial and non-financial services are effectively available to the registered SMEs (e.g., MUNAFA fund and SME diagnosis tool)

Monitoring mechanism for beneficiary progress	SMEDA maintains an SME observatory database, which is a first step towards the collection of more data on SMEs in the country. Monitoring and Evaluation will need to be strengthened in the future, both for SMEDA's internal management and for the collection of data on SMEs' profiles and viability.
Partnerships	
Existing Partnerships	<p>Main current partners are:</p> <ul style="list-style-type: none"> - GIZ under the Employment Promotion Project (joint trainings, cash transfers for their SMEs, trade fair, business formalization). - ILO through the Opportunity Salone project (training of trainers) - The World Bank through 2 projects: <ul style="list-style-type: none"> o Sierra Leone Diversification project (supporting Business Development Services providers, development of incubations centers and grants) o Sierra Agro-processing competitiveness project (identification and evaluation of the SMEs, grant support and non-financial support) - UNIDO through a climate adaptation project to start soon (technology and Business model innovation and entrepreneurship). - Government is finally a key partner for several projects, notably the one aiming at developing a culture of entrepreneurship in learning institutions through the dissemination of entrepreneurship clubs.
Perspectives / partnership opportunities for future programming	<p>SMEDA's mandate, experience and offer of services make it a relevant partner for the reintegration of returnees, especially for those already well engaged in the economic reintegration process.</p> <p>SMEDA could also be mobilized to engage SMEs as potential employers of returnees as part of their reintegration assistance.</p>
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Infosheet 20: Sensi Tech Hub

Sensi Tech Hub	
Country	Sierra Leone
Region	Western
City	Main office in Freetown
Locations served	Whole country through small offices (ZubaBox) in Makéni and Pujehun
Structure	
Type of organization	Entrepreneurship support organization created in 2014. First incubator or innovation hub in Sierra Leone.
Type of support provided	<ul style="list-style-type: none"> - Entrepreneurship support - Incubator/accelerator - Short ICT trainings - Impact Fund - Consultancy - Coworking space
Current / Main Funding	World Bank, GIZ, OSIWA, Comic relief, Freetown city council, etc.
Organization structure	The organization consists of 10 permanent staff, 12 interns and 6 part time staff.
Profile of Beneficiaries	Youth in general
Total capacity	Depending on the type of services provided, it can accommodate up to 500 persons in a program
Communication strategy	Website: https://www.sensi-sl.org/ Social media
Details on services offered	
Entrepreneurship support	<p>Type of support offered:</p> <ul style="list-style-type: none"> - Incubation, acceleration, and capacity building on entrepreneurship: <ul style="list-style-type: none"> o Various learnings: “Making markets work for the poor” approach, women’s economic empowerment, financial sector development, entrepreneurship development, monitoring and evaluation of economic growth programs, building a start-up pipeline, supporting with growth. - Follow up support in the process, coaching, access to mentors - Access to capital for entrepreneurs through revolving grants or competitive grant funds. <p>Main results:</p> <ul style="list-style-type: none"> - 32 start-ups supported from idea to full autonomy

	<ul style="list-style-type: none"> - Several programs implemented benefiting thousands of youths, like Sensi's Firestarter program with comic relief and Indigo Fund (a 3-month training program associated with a grant and ICT support) or Facility four Innovation with GIZ.
Short trainings	<p>Apart from entrepreneurship development, trainings are available in business skills, digital literacy, digital skills, procurement and logistics training and safety training.</p> <p>Overall, thousands of people were trained since 2015 according to Sensi.</p>
Certification	A certificate is delivered after training. Although it is not officially recognized, it is valued on the job market according to Sensi.
Monitoring mechanism for beneficiary progress	<p>The follow up and monitoring applied depends on the type of program and resources allocated to it.</p> <p>Sensi is however always accessible through the coworking space for instance, which helps to maintain relations with past beneficiaries.</p>
Partnerships	
Existing Partnerships	<ul style="list-style-type: none"> - Sensi implemented more than 60 programs with NGOs, government partners, international organizations, or private actors. - Currently, only 1 project is still running with the World Bank (Economic diversification project).
Perspectives / partnership opportunities for future programming	<ul style="list-style-type: none"> - Sensi's business model is sustainable thanks to its consultancy activities and external projects, which makes it a reliable potential partner. - The variety of services offered is also relevant for returnees (full spectrum assistance) - It also has experience dealing with returnees on an ad hoc basis
Remarks	
Other comments and lessons learnt	To ensure the effectiveness of the reintegration through entrepreneurship, migrants shall have the appropriate mindset, long term view and responsibility over their own reintegration path. It will be key to ensure that the ones selected for this pathway possess those qualities.
Contacts	
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Infosheet 21: Innovation SL

Innovation SL	
Country	Sierra Leone
Region	Western
City	Office in Freetown
Locations served	Mostly Freetown and Makéni, through UNIMAK
Type of Organization	
Type of organization	Entrepreneurship support organization created in 2017.
Type of support / services provided	<ul style="list-style-type: none"> - Entrepreneurship support - Incubator/accelerator - Access to finance - Coworking space - Youth support events organization (Freetown Pitch Night; Global Entrepreneurship Week SL; Future Agro Challenge, Dare2Aspire - Women in Entrepreneurship, Orange Social venture prize)
Current / major funding	IOM, UNICEF, UNDP, World Bank, US Embassy, FCDO, crowdfunding
Organization type and size / structure	The organization consists of a dozen of staff, including several interns. Experts, mentors, and advisors are also part of the support provided.
Profile of beneficiaries	Skilled youth, mostly university students. The process to benefit from Innovation SL services is very selective.
Total capacity	Depending on the types of services provided, it can support up to several dozens of entrepreneurs
Communication strategy for reaching beneficiaries	Website: https://www.innosl.com/ Social medias.
Details regarding organizational capacity to perform services	
Entrepreneurship support	<p>Type of support proposed:</p> <ul style="list-style-type: none"> - Incubation, acceleration, and capacity building on entrepreneurship: <ul style="list-style-type: none"> o Process: Ideating, concepting, committing, validating, scaling, establishing, and tailored approach. o Support in business model and business skills training. - Coaching and access to mentors - Access to markets and capital. <p>Main results:</p> <ul style="list-style-type: none"> - More than 20 start-ups supported in various stages of development

Microfinance	Type of support proposed: <ul style="list-style-type: none"> - Partnership with Ecobank microfinance - Innovation SL is creating a FinTech (Facilis) licensed by the Central Bank of Sierra Leone to support financial inclusion for youth.
Monitoring mechanism for beneficiary progress	Continual support and coaching are offered to the start-ups. This is possible given the small number of Innovation SL's beneficiaries.
Partnerships	
Existing partnerships	<p>Very large network of partners (private companies, banks, universities, etc.):</p> <ul style="list-style-type: none"> - University in Makéni (UNIMAK), BlueCrest College - Brussels Airlines, AfriCell, Orange, Sierra Leone Brewery, etc. <p>In terms of international support, current partnerships and projects include:</p> <ul style="list-style-type: none"> - UNICEF generation unlimited - World Bank for the incubation of 30 companies - SOS Children Village for 25 persons - Invest Salone (FCDO): diagnosis of foreign investment readiness of for selected companies - UNDP: Women and Youth entrepreneurship project diagnosis and training
Perspectives / future partnership opportunities	<ul style="list-style-type: none"> - The variety of services offered is relevant for returnees (full spectrum assistance). - Innovation SL's large experience of collaboration with international partners is an advantage.
Remarks	
Other comments and lessons learnt	Few returnees would be accepted for support by Innovation SL (only the most motivated and qualified). A rigorous selection of the candidates would be needed.
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Infosheet 22: Life by Design (LBD) Group

Life By Design (LBD) Group	
Country	Sierra Leone
Region	Western
City	Offices in Freetown
Locations served	Whole country through mobile teams
Type of Organization	
Type of organization	<p>LBD Group is an Integrated Marketing, Communications and Enterprise Development Agency made of 4 companies:</p> <ul style="list-style-type: none"> - Life By Design (LBD) - IDT Lab - Inkeemedia - Grow Salone
Type of support / services provided	<p><u>Life By Design</u>: one-stop shop for entrepreneurs and SMEs development</p> <ul style="list-style-type: none"> - Entrepreneurship support - Incubator/accelerator - Access to finance - Skills training through the LBD-Useful Hands Vocational Institute providing formal and informal vocational training in Industrial Tailoring and Dress Making, Hair Dressing and Beauty Therapy, Tourism and Hospitality Management. <p><u>IDT Labs</u>: ICT specialized solutions</p> <ul style="list-style-type: none"> - ICT Trainings and community empowerment - Financial technology and innovation for governments and SMEs - Data collection and project management - Career SL job portal <p><u>Inkemedi</u>a: Marketing/advertisement company</p> <p><u>Grow Salone</u>: human capital development</p> <ul style="list-style-type: none"> - Short skills trainings (office and employability skills) and vocational courses - Performance support and skills mapping for institutions
Current / major funding	Private companies and development partners (World Bank, UNDP, Save the Children, etc.)
Organization type and size / structure	<p>The organization consists of several separate entities, each comprising at least a dozen staff.</p> <p>LBD Group is owned by Truestone Impact Investment Management Limited – an impact investment firm based out in the UK with a variety of other investments in Sierra Leone, including ACTB Savings and Loans, one of the largest Deposit-taking Microfinance Banks in the country, Chicken Town (fast food restaurants), Frontline Chickens, and Kolat Brick.</p>
Profile of beneficiaries	<p>No specific profile targeted.</p> <p>LBD, IDT Labs and Grow Salone usually support youth through their services.</p>

Total capacity	Depending on the types of services provided, LBD can support up to several hundreds of persons per year in entrepreneurship/coaching. The cost would be up to USD 300 per person for a 6-month follow-up.
Communication strategy for reaching beneficiaries	Websites: <ul style="list-style-type: none"> - LBD Group: https://lbd.group/ - LBD: https://lbd.sl/ - IDT Labs: https://idtlabs.xyz/ - Inkeemedia: https://www.facebook.com/inkeemedia/ - Grow Salone: https://www.growsalone.com/ Social media.
Details regarding organizational capacity to perform services	
LBD: Entrepreneurship and SME support	Type of support proposed: <ul style="list-style-type: none"> - Incubation, acceleration and capacity building on entrepreneurship: <ul style="list-style-type: none"> o Business model design, formalization, book-keeping, financial management - Coaching and access to mentors - Access to markets and capital, notably with ACTB. - A modern incubator is being developed with funding from the World Bank (including FabLab) Main results: <ul style="list-style-type: none"> - Around 2,500 people supported in entrepreneurship for the last 7 years in all regions.
Grow Salone: Trainings	Type of support proposed: Short trainings for SLE 75,000 per day of training: <ul style="list-style-type: none"> - Core office Skills (fundamentals, Word, Excel, Google workspace) - Employability program (3 days): Researching roles of interest and organizations working in this field, adapting CVs and writing cover letters, sending application emails, following up with recruiters. Grow Salone also offers services to organizations including skills mapping, core skills training for employees and evening skills program.
IDT Labs & Career SL	Type of support proposed: <ul style="list-style-type: none"> - Career SL: Intermediation on the job market mostly for college educated persons. Career SL publishes around 900 job publications every year sometimes for several positions. As a result, it has consistently been placing more than 1,000 persons per year for different types of jobs (most clients are in the NGO sector). - IDT Labs can offer direct services to structured organizations or experienced individuals in ICT. It has more capacities to intervene indirectly and structurally with development partners, banks/MFIs, SMEs or communities in support of youth insertion.
Monitoring mechanism	Continual support and coaching are offered to beneficiaries of LBD.

Partnerships	
Existing partnerships	<ul style="list-style-type: none"> - LBD has partnerships with the World Bank under several projects (Skills funds development project and Economic diversification in Sierra Leone). - Grow Salone also works with the World Bank but with IOM, the EU, World Hope International and private companies as well. - IDT has worked with private companies (Africell, Access etc.) and the World Bank, UNDP and UNCDF among others.
Perspectives / future partnership opportunities	<ul style="list-style-type: none"> - The variety of services potentially offered by the different entities of the LBD Group is relevant for returnees (full spectrum assistance). - The large experience of collaboration with international partners is an advantage.
Remarks	
Other comments and lessons learnt	The relationships of LBD, IDT Labs and Grow Salone with private companies through their common owner (Truestone) are also an opportunity for direct insertion of youth.
Contacts	
Focal point(s)	Joe Abass Bangura, Chief executive officer Sylvester Johnson, Projects manager for Career SL
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2.3. Possible partnerships for the reintegration of returnees through private employment

Infosheet 23: Afriqia

Afriqia	
Country	Sierra Leone
Region	Western
City	Office in Freetown
Locations served	Whole country through mobile teams
Structure	
Type of organization	Private consultancy organization established since 2013
Type of support provided	<ul style="list-style-type: none"> - Recruitment services - Human Resources advisory - Short trainings - Research
Current / Main Funding	Private clients (from the region's largest companies to medium sized businesses and start-ups) are the main source of activity, but Afriqia worked with several international partners such as GIZ, IOM, FAO, IFAD among others.
Organization structure	The team is made of a head consultant and 8 core teams members with 3 additional consultants. A network of freelancers is also working with Afriqia.
Profile of Beneficiaries	Varied, no specific profile is targeted for recruitment.
Total capacity	Currently, around 100 recruitments are made per year for the private sector. Several dozen recruitments could be handled.
Communication strategy	Website: https://www.afriqia-solutions.com/ Social media
Details on services offered	
Recruitment services	<p>Type of support offered:</p> <ul style="list-style-type: none"> - Selection - Recruitment - Psychometric assessment to measure compatibility - Follow up <p>Main results:</p> <ul style="list-style-type: none"> - Active database of several thousand job seekers - Experience of recruitment with numerous private actors (industrial plants, mining companies, catering companies and oil and gas companies among others)

Short trainings	<p>Afriqia can deliver short trainings. Its approach is tailor-based on the needs of its clients.</p> <p>Topics can vary widely from Project Management, Stress Management, Communication to problem solving and decision making. Those can be of interests for migrants.</p> <p>Afriqia also provides Career guidance and CV advice on an informal basis.</p>
Monitoring mechanism for beneficiary progress	<p>The follow up and monitoring applied depends on the type of program and resources allocated to it, but Afriqia maintains contacts in the first months of recruitment.</p>
Partnerships	
Existing Partnerships	<p>No current partnerships with international development partners but IOM and GIZ-sponsored beneficiaries have recently benefited from trainings delivered by Afriqia.</p>
Perspectives / partnership opportunities for future programming	<p>Afriqia also provides reintegration assistance to individuals who have been made redundant from their jobs. Their situation is in some regards similar to that of some returnees and could constitute a starting point to expand this approach to returnees' reintegration assistance.</p> <p>Finally, Afriqia constitutes a relevant potential partner given the diversity of services provided (including the unique psychometric assessment) and its knowledge of the employers' expectations. This knowledge could be shared with other reintegration actors or even mobilized to select specific profiles of returnees and offer them a chance to be hired.</p>
Contacts	
Focal Point	Maryam Darwich, director
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	+232 77 705 735

Infosheet 24: JobSearch

JobSearch	
Country	Sierra Leone
Region	Western
City	Office in Freetown
Locations served	Whole country through mobile teams
Structure	
Type of organization	Private company in human resources management
Type of support provided	<ul style="list-style-type: none"> - Skills development - Recruitment - Human resources advisory - Outsourced human resources and payroll services - Youth events organization
Current / Main Funding	Private clients, public institutions (like the Freetown City Council) and international partners. JobSearch is the vice-chair of the TVET coalition.
Organization structure	The team is headed by the managing director and made of a small dozen of staff.
Profile of Beneficiaries	Varied, no specific profile is targeted for recruitment, but JobSearch mostly works with skilled staff.
Total capacity	Depending on project design and intensity of individual support required, JobSearch can assist up to a few hundreds of persons over a few months.
Communication strategy	Website: https://www.jobsearchsl.com/home Social media
Details on services offered	
Recruitment services	<p>Type of support offered:</p> <ul style="list-style-type: none"> - Vacancy announcements on social medias - Recruitment thanks to a database of job seekers and network: selection, CV verification and assessment. - Staff outsourcing, training of job seekers and placement, either direct or with human resources management (welfare, insurance, payroll management). - Follow up on both the clients and candidate parts. <p>Main results:</p> <ul style="list-style-type: none"> - JobSearch maintains a database/pool of job seekers - Large experience of recruitment since 2007

Short trainings	<p>JobSearch maintains a catalogue of soft skills trainings options for both job seekers and employers/companies (Ethics, Employee of choice, communication, time management, leadership, coaching, etc.).</p> <p>Job search tailors those modules to clients' needs, whether it be for a job seeker in a recruitment process, an employee, or a manager.</p> <p>Job search also provides career guidance and can build tailored trainings for partner organizations (curricula and training of trainers).</p>
Monitoring mechanism for beneficiary progress	<p>The follow up and monitoring depends on the type of program and resources allocated to it, but JobSearch advocates it is part of its customer service.</p>
Partnerships	
Existing Partnerships	<p>No current partnerships with international development partners but JobSearch is a key part of the TVET coalition. As such, it is well placed to understand the needs of the sector and the activities already started by international partners.</p> <p>JobSearch also organized several key events supporting the youth, including the last 'National Youth Employment and Entrepreneurship Fair' attended by the Ministry of Youth and President Bio.</p>
Perspectives / partnership opportunities for future programming	<p>JobSearch is a relevant potential partner given the diversity of services provided (selection, recruitment, trainings, coaching & career guidance) and its knowledge of the job market dynamics in Sierra Leone. Its career guidance experience could be of great help to returnees.</p>
Remarks	
Other comments and lessons learnt	<p>The managing director of JobSearch is also heading other companies, including a FinTech (DataPool) and a new SME support organization (Elba).</p>
Contacts	
Focal Point	Edleen Elba, Managing director
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Afrecruit	
Country	Sierra Leone
Region	Western
City	Office in Freetown
Locations served	Whole country through mobile teams
Structure	
Type of organization	Private company providing HR solutions.
Type of support provided	<ul style="list-style-type: none"> - Tailor-made capacity building/trainings - Recruitment - Operational and strategic human resources management - Human Resources Audit
Current / Main Funding	Private clients (in hospitality, banking, mining) are the main source of activity, but Afrecruit worked with several international partners such as UNDP, Cordaid or the World Bank among others.
Organization structure	The team is headed by the managing director and made of 10 permanent members. A network of freelancers and experts are also working with Afrecruit on an ad hoc basis (e.g., for a technical training).
Profile of Beneficiaries	Varied, no specific profile is targeted for recruitment.
Total capacity	<ul style="list-style-type: none"> - Recruitment: currently, less than 100 recruitments are made per year - Trainings: The maximum capacity per class is 25 persons. <p>Depending on project design, Afrecruit can assist approximatively 50 persons at a given time.</p>
Communication strategy	<p>Website: http://afrecruit.com/index.html</p> <p>Social media</p>
Details on services offered	
Recruitment services	<p>Type of support offered:</p> <ul style="list-style-type: none"> - Selection: CV screening, phone interview screening, face interview screening, selection of 3 candidates. - Recruitment: either direct placement or full human resources management (background check on candidates, employment contract, onboarding can be done by Afrecruit. It can also serve as employer of record on a temporary basis). - Follow up on both the clients and candidate part. <p>The fee for this process is around 10% of gross annual salary.</p> <p>Main results:</p> <ul style="list-style-type: none"> - Afrecruit maintains a database/pool of job seekers

	<ul style="list-style-type: none"> - Experience of recruitment with numerous private and international actors (Sierra Tropical, DelAgua, Tonat, Power Leone, GOPA, Swiss spirit Hotel, GIZ, Handicap international, etc.)
Short trainings	<p>The approach of Afrecruit is oriented towards soft skills and tailored to clients' needs. The training will typically strengthen soft skills specifically needed in a job (managing performance, time management, communications skills, etc.)</p> <p>Afrecruit also provides technical trainings through its network of experts, entrepreneurship training, career guidance and skills assessment tests.</p>
Monitoring mechanism for beneficiary progress	<p>The follow up and monitoring depends on the type of program and resources allocated to it, but Afrecruit maintains contact with the candidates in the first months after the recruitment in case of issues arising.</p>
Partnerships	
Existing Partnerships	<p>Afrecruit is currently working with UNDP on the business accelerator program. It conducted assessments of various SMEs through site visits and created capacity building plans leading to trainings sessions and coaching conducted on the business sites. Afrecruit finally selected mentors for the beneficiaries to ensure follow up.</p>
Perspectives / partnership opportunities for future programming	<p>Afrecruit is a relevant potential partner given the diversity of services provided (selection, recruitment, trainings, and coaching) and its knowledge of the job market dynamics in Sierra Leone. This knowledge could be used for the orientation of returnees in different reintegration pathways (entrepreneurship, TVET, wage employment).</p>
Remarks	
Other comments and lessons learnt	<p>Afrecruit would be a relevant actor to include in the process of orientation and case management of returnees, especially since it has already provided training and coaching with other partners like UNDP. Its knowledge of the Sierra Leonean job market is also an interesting competence to mobilize.</p>
Contacts	
Focal Point	Andrea Dunlap, managing director
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	+232 88 537 839

Infosheet 26: Craft Human resources

Craft Human Resources	
Country	Sierra Leone
Region	Western
City	Main office in Freetown
Locations served	Staff based in Koinadugu, Kono, Kailahun
Structure	
Type of organization	Private human resources solutions company officially running since 2011. It aims at assisting organizations with the development of their businesses, particularly through human resource and facilities management functions. 40 staff.
Type of support provided	<ul style="list-style-type: none"> - Learning and development: trainings - Outsourced human resources and payroll services - Human resources advisory and audit services - Logistics and facilities management
Current / Main Funding	Private clients from diverse sectors (agriculture, health, hospitality, banking) are the main source of activity. Craft Human Resources also worked with several international partners such as the World Bank and the GIZ.
Profile of Beneficiaries	Varied, no specific profile is targeted for recruitment.
Total capacity	Recruitment: currently, less than 50 recruitments are made per year
Communication strategy	Social media
Details on services offered	
HR services	<p>Type of support offered: Outsourcing HR services</p> <ul style="list-style-type: none"> - Inform relevant job seekers (job posting publishing) - Selection, assessment, and vetting/testing of candidates - Recruitment and contracting - Policy and procedures support - Payroll management <p>The fee for this process is around 10% of gross annual salary</p> <p>Main results:</p> <ul style="list-style-type: none"> - Craft HR maintains a database of available jobs from clients and does not advertise it. That is why it is not a recruitment agency per se. - Experience with numerous private (Unimax SL, Freetown Business school, Coca Cola, etc.) and international actors (Aspen Medical, Crown Agents, Agriculture Finance Consulting, etc.)

Short trainings	<p>Craft HR carries out training needs assessments and develops tailored training programs.</p> <p>Internally, it can provide soft skills trainings in job search, CV and cover letter, oral and written communications, job interview skills, soft skills etc. Craft HR can also mobilize external partners for specific or technical trainings.</p> <p>The managing partner and founder of Craft HR is also the co-founder of the Freetown Business school which provides a wide variety of trainings and collaborates with Craft HR.</p> <p>According to Craft HR, the most in-demand soft skills in Sierra Leone are awareness, loyalty, commitment, humility, and willingness to learn/open mindedness.</p>
Monitoring mechanism for beneficiary progress	<p>The follow up and monitoring applied depends on the type of program and resources allocated to it.</p> <p>Craft HR is committed to find another candidate to its clients for 3 months after recruitment if necessary (probation period length).</p>
Partnerships	
Existing Partnerships	<p>Craft HR has already worked with the World Bank through the Skills development Fund, GIZ and the government of Sierra Leone.</p>
Perspectives / partnership opportunities for future programming	<p>Craft HR constitutes a relevant potential partner given the diversity of services provided (selection, trainings, and coaching) and its knowledge of the job market dynamics. As for the recruitment agencies cited above, this knowledge could be shared with other reintegration actors or even mobilized to select specific profiles of returnees and offer them a chance to be hired.</p>
Remarks	
Other comments and lessons learnt	<p>Craft HR is not exactly a recruitment agency. Although it provides recruitment services, it is a HR services company that only works for its clients and not in support of general intermediation on the job market.</p>
Contacts	
Focal Point	<p>Andrea Dunlap, managing director</p>
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2.4. Possible partnerships for the reintegration of vulnerable returnees

Infosheet 27: World Hope International (WHI)

World Hope International (WHI)	
Country	Sierra Leone
Region	Western
City	Offices in Freetown (main) and Makéni; Shelter in Freetown
Locations served	Whole country through mobile teams. Field based officers embedded in the ministry of social welfare's offices
Structure	
Type of organization	Christian relief non-governmental development organization.
Type of support provided	WHI has been a key partner of IOM for the social and psycho-social assistance offered to returnees in past years. It is closely integrated into the reintegration assistance. Otherwise, several WHI programs are active in Sierra Leone operating various projects: <ul style="list-style-type: none"> - Water, Sanitation and Hygiene - Health - Environment and climate resilience program - Education - Protection
Current / Main Funding	USAID, European Union
Organization structure	WHI manages a shelter for females with a capacity to accommodate 25 persons. The protection team consists of 4 social workers for social reintegration, and 3 counsellors providing psycho-social support.
Profile of Beneficiaries	Vulnerable public, either male or female. Most of the beneficiaries are females. WHI has a long experience in support of returnees through its collaboration with IOM. The identification of needs is operated during the Psycho-social session organized at the ministry of Social Welfare a few days after arrival.
Details on services offered	
Protection	Type of services offered: <ul style="list-style-type: none"> - Psycho-social screening and support during the psycho-social sessions after arrival - Support to social insertion (for instance mediation with debt collector) - Case management and visits (every week for the most vulnerable and isolated) or phone calls for 1 year. - Housing, medical assistance, basic food, etc. (if needed) - Prevention against trafficking in persons
Monitoring mechanism for beneficiary progress	Returnees referred to WHI are followed by IOM for economic reintegration and WHI for psychosocial reintegration.
Partnerships	

Existing Partnerships	<p>The main running project - African program research initiative to end slavery - is funded by USAID. It permitted to train a network of actors to identify and refer Victims of Trafficking.</p> <p>The partnership with IOM and assistance offered by WHI in this context is funded by WHI itself.</p>
Perspectives / partnership opportunities for future programming	<p>The collaboration between IOM and WHI is effective and lasting (started more than 10 years ago). It would be relevant to pursue it for the years to come, including through the strengthening of WHI operational capacities.</p>
Beneficiary capacity	<p>More than 50 vulnerable returnees (mostly females) are assisted per year after assessment: visits, psycho-social support, case management, and immediate material assistance if needed (housing, medical support, basic food etc.)</p>
Remarks	
Challenges expressed	<ul style="list-style-type: none"> - Need for more staffing and sheltering facilities: the existing shelter is only accommodating children and young women, which is uncomfortable for adults. This calls for distinct facilities between adults and children, separating males and females. - WHI is lacking means to extend its protection measures to all those that would need to benefit from it. It would be relevant to support this actor scaling up its capacities to capitalize on its long experience in protection.
Contacts	
Focal Point	Ms. Miriam Fullah, Trafficking in Persons protection Manager
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3. ACTOR FICHES

The following “Actor fiches” present the key actors involved in strengthening TVET, entrepreneurship, private sector development and support to vulnerable groups in Sierra Leone.

Further and/or strengthened coordination with these actors is recommended for the next phases of EU programming.

Actor Fiche 1: World Bank

World Bank	
Country	Sierra Leone
TVET	
Intervention area	Countrywide
Project name	<ul style="list-style-type: none"> - Sierra Leone Skills Development Project - Sierra Leone Digital Transformation Project
Main project objectives	<p><u>Sierra Leone Skills Development Project:</u></p> <ul style="list-style-type: none"> - Skills Development Fund (SDF) aims to increase access to demand-led skills - Capacity Building and system strengthening through the establishment of an integrated skills information system to support evidence-based analysis and policy development and through piloting the accreditation of skills training programs with the participation of industries <p><u>Sierra Leone Digital Transformation Project:</u></p> <ul style="list-style-type: none"> - Expanding Digital Access and Increasing Resilience of Digital Environment - Digital Skills Development and Innovation - Laying Key Foundations for Digital Government Services and Systems
Project duration	Sierra Leone Skills Development Project: 2019-2024 Sierra Leone Digital Transformation Project: 2022- 2027
Budget	Sierra Leone Skills Development Project: USD 22 million Sierra Leone Digital Transformation Project: USD 50 million
Entrepreneurship and Financial Inclusion	
Intervention area	Countrywide
Project name	<ul style="list-style-type: none"> - Smallholder Commercialization and Agribusiness Development Project - Sierra Leone Economic Diversification Project - Sierra Leone Agro-Processing Competitiveness Project - Productive Social Safety Nets and Youth Employment - Sierra Leone Financial Inclusion Project
Main project objectives	<p><u>Smallholder Commercialization and Agribusiness Development Project:</u></p> <ul style="list-style-type: none"> - Support to agribusiness-farmer linkages and SMEs along selected agricultural value chains (rice, cocoa, palm oil, poultry) - Market Access Improvement

	<ul style="list-style-type: none"> - Capacity Building for Government and Other Institutions relevant for agribusiness development <p><u>Sierra Leone Economic Diversification Project:</u></p> <ul style="list-style-type: none"> - Increase investment, Small and Medium Enterprise (SME) growth, and entrepreneurship in non-mining productive sectors, especially tourism - Improving business Environment, access to finance, infrastructure - Capacity building of public actors, notably Ministry of Tourism <p><u>Sierra Leone Agro-Processing Competitiveness Project:</u></p> <ul style="list-style-type: none"> - Promote enabling environment for agro-processing sector competitiveness and growth of agribusiness firms (business regulations and capacity building). - Firm-level support to increase productivity and strengthen competitiveness of agro-processing firms and SMEs in selected value chains <p><u>Productive Social Safety Nets (SSN) and Youth Employment:</u></p> <ul style="list-style-type: none"> - SSN Cash Transfers and Provision of Economic and Inclusion Support - Labor intensive public works and life skills support for youth: cash for work in rural areas; green public works in urban areas - Employment and entrepreneurship support for youth <p><u>Sierra Leone Financial Inclusion Project:</u></p> <ul style="list-style-type: none"> - Enhancing Interoperability of Digital Payments, will help enable the institutions provide new financial services and have more income generating services - Ensuring the Viability of the Payments System through Increasing Usage (supporting linkages to the payments system, rural connectivity, overcoming regulatory and cybersecurity hurdles).
Project duration	<ul style="list-style-type: none"> - Smallholder Commercialization and Agribusiness Development Project: 2016 – 2024 - Sierra Leone Economic Diversification Project: 2021 - 2025 - Sierra Leone Agro-Processing Competitiveness Project: 2019 - 2023 - Productive Social Safety Nets and Youth Employment: 2022 - 2027 - Sierra Leone Financial Inclusion Project: 2019-2025
Budget	<ul style="list-style-type: none"> - Smallholder Commercialization and Agribusiness Development Project: USD 42 million - Sierra Leone Economic Diversification Project: USD 40 million - Sierra Leone Agro-Processing Competitiveness Project: USD 10 million - Productive Social Safety Nets and Youth Employment: USD 40 million - Sierra Leone Financial Inclusion Project: USD 12 million
Coordination with national authorities and external support agencies	
Institutional anchoring and relationships	<p>The World Bank works very closely with the Government of Sierra Leone as the funding is disbursed through its ministries and agencies.</p> <p>Key ministries are Ministry of Technical and Higher Education, Agriculture and Forestry, Ministry of Finance, and the National Commission for Social Action.</p>

Perspectives / partnership opportunities for future programming	<p>Significant synergies and capitalization efforts are possible with EU programming, in particular regarding TVET, entrepreneurship and private sector support and financial inclusion. This could take the form of referrals to World Bank projects of coordination to strengthen key operational actors providing assistance to returnees.</p> <p>The support to local content and social safety nets are also interesting areas the EU could consider coordinating with the World Bank for returnees' reintegration.</p>
Remarks	
Challenges expressed	Lack of coordination mechanisms between the various international partners.
Other comments and lessons learnt	The World Bank and the EU share the same priority area of intervention in Sierra Leone: private sector development and productive value chains. A stronger coordination could produce better collective results.
Contacts	
Focal point(s)	<ul style="list-style-type: none"> - Mari Shoyo, education specialist - Mr. Kibirige, project manager on the Sierra Leone Economic Diversification Project - Mr. Adhikari, senior economist (Productive Social Safety Nets & Youth Employment)
Contact	<p>mshoyo@worldbank.org</p> <p>mkibirige@worldbank.org</p> <p>sadhikari2@worldbank.org</p>

Actor Fiche 2: GIZ

GIZ	
Country	Sierra Leone
Private sector development and TVET support	
Intervention area	Rural border districts of Kailahun, Kono, Falaba and Koinadugu.
Project name	Employment Youth Promotion IV (EPP IV)
Main project objectives	<p>Employment Youth Promotion IV:</p> <ul style="list-style-type: none"> - Rapid skills development and employment creation - Effective partnership with the private sector: SMEs support (grant, business linkages, trainings) - Improved TVET sector governance - Improved TVET quality and service delivery
Budget	Employment Youth Promotion IV: EUR 16,5 million, mainly funded by the EU
Project duration	Employment Youth Promotion IV: 2020 - 2024
Value chain development	
Intervention area	Countrywide
Project name	<ul style="list-style-type: none"> - Market-Oriented Value Chains for Jobs & Growth in the ECOWAS Region (MOVE) - Regional Resource Governance in West Africa - ENDEV
Main project objectives	<p><u>Market-Oriented Value Chains for Jobs & Growth in the ECOWAS Region (MOVE):</u></p> <ul style="list-style-type: none"> - Improving the economic and environmental sustainability of agricultural systems using good agricultural practices (GAP) for climate-resilient, resource-conserving agriculture and carbon sequestration - Youth and gender inclusion: developing and sharing good examples of inclusive business models by integrating gender transformative approaches (GTA) and information technology (IT) capabilities - Policy advice: consolidating public-private cooperation in policymaking to reduce regional trade barriers and to support social transformation. <p><u>Regional Resource Governance in West Africa:</u></p> <ul style="list-style-type: none"> - Increase tax revenues & prevent tax evasion by mining companies - Improving state supervisory bodies to monitor compliance with social and environmental standards and exports - Supporting civil society organizations representing the interests of mining communities in securing greater transparency and responsibility from the government and the private sector. - Providing the states with strategic advice to increase the contributions of the mining sector to national and local economic development. <p><u>Energizing Development (ENDEV):</u></p> <ul style="list-style-type: none"> - Supporting access to modern energy services (alternative-fuel cooking, improved cookstoves, solar mini-grids, stand-alone systems) - Creating markets for sustainable energy and supporting SME development
Project duration	<ul style="list-style-type: none"> - Market-Oriented Value Chains for Jobs & Growth in the ECOWAS Region (MOVE): 2022 - 2024

	<ul style="list-style-type: none"> - Regional Resource Governance in West Africa: 2019 - 2022 - ENDEV: 2015 - 2025
Budget	<ul style="list-style-type: none"> - Market-Oriented Value Chains for Jobs & Growth in the ECOWAS Region (MOVE): Not communicated - Regional Resource Governance in West Africa: EUR 22 million split between 4 countries (Côte d'Ivoire, Guinea, Liberia, Sierra Leone) & co-funded by the EU - ENDEV: Not communicated
Coordination with national authorities and external support agencies	
Institutional anchoring and relationships	Key government partners are the Ministry of Planning and Economic Development, Ministry of Technical and Higher Education and Ministry of Trade and Industry
Perspectives / partnership opportunities for future programming	<p>In the districts of intervention of the EPP IV, coordination with GIZ offer strong possibilities of referrals. The services offered under this project are indeed very similar to what could be offered to returnees (trainings and grants).</p> <p>The other projects offer opportunities for referrals in specific sectors returnees might be interested in (agricultural value chains, mining, energy) but more adaptations to the services offered might be needed to ensure returnees benefit from them.</p>
Remarks	
Challenges expressed	<ul style="list-style-type: none"> - There are interrogations about the sustainability of some of the support offered under EPP IV. More follow up and long-term assistance would be needed to ensure business growth and profitability. - Besides technical skills, cross-cutting (IT, gender, innovation) and soft skills could be more developed during trainings offered.
Contacts	
Focal point(s)	Fred Joe Feika, senior TVET officer Rudolf Schneider, team leader TVET Romane Limoges, private sector development advisor
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Actor Fiche 3: United Nations Development Program (UNDP)

United Nations Development Program (UNDP)	
Country	Sierra Leone
Youth and Entrepreneurship support	
Intervention area	Countrywide
Project names	<ul style="list-style-type: none"> - Local Economic Revitalization For Local Communities - Youth Empowerment and Employment - MSME Growth Accelerator Program
Main project objectives	<p><u>Local Economic Revitalization For Local Communities:</u></p> <ul style="list-style-type: none"> - Knowledgebase of key community stakeholders and councils strengthened on designing, financing, building and operating revenue generating facilities through the PPP arrangement - Strengthened gender aware regulations for the effective implementation of public private partnerships in the country - Vulnerable groups have improved entrepreneurial, financial literacy and employability skills and are socially protected from discrimination abuse <p><u>Youth Empowerment and Employment:</u></p> <ul style="list-style-type: none"> - Enabling environment for job rich growth in youth sector created - Youth social and economic participation and leadership is enhanced - Sierra Leonean Youth Entrepreneurship Capacities enhanced - Enhanced employment opportunities created for Sierra Leonean youth - Empowerment and Entrepreneurship Program scaled up in Sierra Leone <p><u>MSME Growth Accelerator Program:</u></p> <ul style="list-style-type: none"> - Accelerate the economic and social growth of innovative, viable and ambitious MSMEs, with a specific focus on women and youth-led enterprises - Increasing access to finance, technical and business development support to selected MSMEs through tailored assistance (coaching, mentorship and linkages to business development services)
Project duration	<ul style="list-style-type: none"> - Local Economic Revitalization For Local Communities: 2020 - 2023 - Youth Empowerment and Employment: 2021 - 2023 - MSME Growth Accelerator Program: 2022 - running
Budget	<ul style="list-style-type: none"> - Local Economic Revitalization For Local Communities: USD 9 million - Youth Empowerment and Employment: USD 15 million - MSME Growth Accelerator Program: Not communicated
Peacebuilding and human security	
Intervention area	Gbense, Soa, and Kamara in Kono District
Project name	Strengthening Human Security in in the Remote Chiefdoms of Gbense, Soa, and Kamara in Kono District of Sierra Leone
Main project objectives	<ul style="list-style-type: none"> - Ensure that the community enjoys economic, political and community security, with expanded social cohesion, all of which promote and sustain peace

	<ul style="list-style-type: none"> - Ensure that community farmers experience improved livelihoods, higher incomes, and reduced vulnerability to climate, economic and other shocks through sustainable farming
Project duration	2021 - 2022
Budget	USD 4,3 million funded by the United Nations Trust Fund for Human Security (implemented with FAO and UNRCO)
Coordination with national authorities and external support agencies	
Institutional anchoring and relationships	UNDP has a long experience of collaboration with the Ministry of Youth and the National Youth Commission in particular.
Perspectives / partnership opportunities for future programming	<ul style="list-style-type: none"> - Opportunities for referrals with UNDP are numerous since beneficiaries from its programs have a similar profile to those of returnees (vulnerable youth). For instance, returnees could benefit from trainings offered by UNDP in their area of residence, from the Growth Accelerator Program or from the Youth Empowerment Fund. - The intervention strategy of UNDP in Sierra Leone is similar to that of IOM in favor of returnees (training, entrepreneurship support and financial support).
Remarks	
Challenges expressed	Governance on the Youth sector could be improved (lack of data, policy action plan and Monitoring and evaluation).
Other comments and lessons learnt	Several other UNDP projects will start soon and may be an opportunity to build referrals mechanisms prior to the beginning of their implementation.
Contacts	
Focal point(s)	Richard Musinguzi, Youth Technical specialist richard.musinguzi@undp.org +232 33 998270

Actor Fiche 4: International Labor Organization (ILO)

International Labor Organization (ILO)	
Country	Sierra Leone
Job creation & SMEs development through value chain support	
Intervention area	Opportunity Salone: Bo, Bombali, Kenema and Port Loko districts Other interventions are countrywide
Project name	<ul style="list-style-type: none"> - Opportunity Salone - Enabling Environment for Sustainable Enterprises and promotion of business linkages between MNEs and local enterprises in Sierra Leone - BI-BEST Initiative - Selecting and Analyzing Value Chains in the Mano River Border Areas
Main project objectives	<p><u>Opportunity Salone:</u></p> <ul style="list-style-type: none"> - Enhanced, conflict-sensitive, agricultural value chain and entrepreneurship development for SMEs, youth, women, and persons with disabilities - Improved feeder road maintenance contributing to resolve infrastructure bottlenecks to immediate job creation. - Improved business environment for entrepreneurship development and feeder road maintenance. <p><u>Enabling Environment for Sustainable Enterprises (EASE) and promotion of business linkages between MNEs and local enterprises in Sierra Leone:</u></p> <ul style="list-style-type: none"> - EASE assessment and follow-up activities to improve the business environment for sustainable enterprises development - Appointment of National Focal Points for the promotion of the Multinational Enterprises and Social Policy (MNE Declaration) and follow-up activities <p><u>BI-BEST Initiative - Selecting and Analyzing Value Chains in the Mano River Border Areas:</u></p> <ul style="list-style-type: none"> - Enhance women's trade capacity and build a more equitable and inclusive trading environment. - Identify and analyze value chains for inclusive growth and propose a set of market-driven intervention areas and potential partner organizations.
Project duration	<ul style="list-style-type: none"> - Opportunity Salone: 2021 - 2025 - Enabling Environment for Sustainable Enterprises and promotion of business linkages between MNEs and local enterprises in Sierra Leone: 2017 - running - BI-BEST Initiative - Selecting and Analyzing Value Chains in the Mano River Border Areas: 2022 - 2023
Budget	<ul style="list-style-type: none"> - Opportunity Salone: USD 8 million - Enabling Environment for Sustainable Enterprises and promotion of business linkages between MNEs and local enterprises in Sierra Leone: Unknown, this initiative results from simultaneous efforts of different units of the ILO Enterprises Department - BI-BEST Initiative - Selecting and Analyzing Value Chains in the Mano River Border Areas: USD 200,000
Coordination with national authorities and external support agencies	

<p>Institutional anchoring and relationships</p>	<p>ILO's main partner in government is the Ministry of Labor and Social Security, which has largely benefitted from ILO capacity building and investments in the country.</p> <p>Under the opportunity Salone and Freetown/Blue Peace Initiative projects, ILO works with several key institutions, respectively the SMEDA, SLLCA and NAYCOM on one hand, and the Freetown City Council on the other.</p>
<p>Perspectives / partnership opportunities for future programming</p>	<p>Since the EU is funding the Opportunity Salone project, it could support referrals of interested returnees toward it, so that they benefit from the assistance offered (basic entrepreneurship program based on practical activities, financial literacy program, cooperative management etc.)</p> <p>More generally, the EU could coordinate with the ILO which is strengthening the capacities of local actors (notably NAYCOM and SMEDA) to build an entrepreneurship ecosystem the returnees could benefit from.</p>
<p>Remarks</p>	
<p>Challenges expressed</p>	<p>ILO's Decent Work Country Programs (DWCP) are the key frameworks for ILO engagement in partner countries. The DWCP for 2023-2027 is currently being drafted in Sierra Leone and could benefit from EU support since inadequate capacity for implementation was a key lesson learnt from the 1st Decent Work Country Program. This would also allow for greater coordination on the employment support.</p>
<p>Other comments and lessons learnt</p>	<p>ILO has strong experience in supporting both employment governance (frameworks and institutional capacity building) and concrete opportunities for youth. The EU is already funding the Opportunity Salone project, but coordination on support to the employment sector in general, and to the Ministry of Labor and Social Security, could be strengthened.</p>
<p>Contacts</p>	
<p>Focal point(s)</p>	<p>Tonderai Manoto, Chief Technical Advisor</p>
<p>Contact</p>	<p>manoto@ilo.org +93 79 434 4330</p>

Actor Fiche 5: African Development Bank (AfDB)

African Development Bank (AfDB)	
Country	Sierra Leone
Entrepreneurship and Financial Inclusion	
Intervention area	Countrywide
Project name	<ul style="list-style-type: none"> - Union Trust Bank Limited - Post-Ebola Recovery Social Investment Fund Project
Main project objectives	<p><u>Post-Ebola Recovery Social Investment Fund Project:</u></p> <ul style="list-style-type: none"> - Increased access to basic social services - Increased access to finance for micro and small business start-ups-including support to economic diversification - Enhanced growth in cross-border trade between the 3 countries (Sierra Leone, Guinea, Liberia) <p><u>Union Trust Bank Limited:</u></p> <ul style="list-style-type: none"> - Provision of a line of credit to Union Trust Bank Sierra Leone, to help revamp it SME portfolio across various sectors such as agriculture, commerce, light manufacturing, non-traditional export and rural dwellers
Project duration	<ul style="list-style-type: none"> - Post-Ebola Recovery Social Investment Fund Project: 2015 – 2022 - Union Trust Bank Limited: 2017 – 2022
Budget	<ul style="list-style-type: none"> - Post-Ebola Recovery Social Investment Fund Project: 24 million UA split between three countries (Guinea, Liberia and Sierra Leone) - Union Trust Bank Limited: 1,5 million UA
Rural value chains development	
Project name	<ul style="list-style-type: none"> - Rice agro-industrial Cluster project - Agribusiness and Rice Value Chain Support Project (SLARIS) - Enhancing Efficiency and Sustainability of Artisanal and Small-Scale Mining (ASM) through Climate Smart Actions
Intervention area	<ul style="list-style-type: none"> - Rice agro-industrial Cluster project: Pujehun and Bonthe Districts - SLARIS: Kambia, Kenema and Moyamba districts - Enhancing Efficiency and Sustainability of Artisanal and Small-Scale Mining (ASM) through Climate Smart Actions: countrywide
Main project objectives	<p><u>Rice agro-industrial Cluster project</u></p> <ul style="list-style-type: none"> - Increase the productivity and production of rice by providing farmers access to quality inputs, land and water management, mechanization, and extension services; Improve the value chain through the processing of high-quality rice - Promoting the consumption and marketing of locally processed rice. <p><u>Agribusiness and Rice Value Chain Support Project:</u></p> <ul style="list-style-type: none"> - Support to enhancement of agricultural input production & distribution systems - Support to Agribusiness Development; Institutional capacity development

	<p><u>Enhancing Efficiency and Sustainability of Artisanal and Small-Scale Mining (ASM) through Climate Smart Actions:</u></p> <ul style="list-style-type: none"> - ASM related data available for natural resource policy development - Improved regulation of the ASM sector and strengthened institutional capacity to manage the ASM sub-sector - Enhanced capacity of ASMs for efficient and sustainable mining and processing practices; ASMs integrated into the formal economy in targeted areas - Improved health, safety & security issues in ASM and reduction in environmental degradation
Project duration	<ul style="list-style-type: none"> - Rice agro-industrial Cluster project: 2021 – 2027 - Agribusiness and Rice Value Chain Support Project: 2019 – 2024 - Enhancing Efficiency and Sustainability of Artisanal and Small-Scale Mining (ASM) through Climate Smart Actions: 2020 - 2022
Budget	<ul style="list-style-type: none"> - Rice agro-industrial Cluster project: 25 million UA - Agribusiness and Rice Value Chain Support Project: 8,5 million UA - Enhancing Efficiency and Sustainability of Artisanal and Small-Scale Mining (ASM) through Climate Smart Actions: 500,000 UA
Coordination with national authorities and external support agencies	
Institutional anchoring and relationships	The AfDB works very closely with the Government of Sierra Leone as the funding is disbursed through its ministries and agencies. Strong relationships with the Ministry of agriculture and forestry, Ministry of Social Welfare, Ministry of Trade and Industry and Ministry of Mines and Mineral Resources.
Perspectives for future programming	The AfDB's 2 projects on agriculture value chain development present potential opportunities for referrals of returnees willing to start agricultural micro-businesses in their regions of interventions.
Remarks	
Other comments and lessons learnt	The AfDB is one of the main donors in the country, especially for rural development. Women entrepreneurship is a priority for the bank, notably through the Affirmative Finance Action for Women in Africa (AFAWA) initiative.
Contacts	
Focal point(s)	Mary Nguanya Foday, principal social development officer Mark Eghan, task manager for agriculture
Contact	M.FODAY@afdb.org ; m.eghan@afdb.org

Actor Fiche 6: Food and Agriculture Organization (FAO)

Food and Agriculture Organization (FAO)	
Country	Sierra Leone
Rural youth employment and support	
Projects	<ul style="list-style-type: none"> - Green Jobs for rural youth employment – countrywide - Empowering youth at risk as resources for sustaining peace and community resilience (implemented with UNFPA & UNDP) – Tonkolili and Kenema districts
Main project objectives	<p><u>Green Jobs for rural youth employment:</u></p> <ul style="list-style-type: none"> - Provide green jobs in rural areas and agricultural sectors for youth: training and employment/entrepreneurship support - Assist governments in their transition to the Green Economy by fully utilizing the developmental potential of rural areas and agricultural sectors <p><u>Empowering youth at risk as resources for sustaining peace and community resilience:</u></p> <ul style="list-style-type: none"> - Provide increased possibilities for the voices of youth to be heard and to participate in decision-making spaces and increasing access to prevention and protection services - Securing their sustainable livelihoods - Strengthen the capacities of security and civilian authorities as well as CSOs at the national and local levels to deal with youth-at-risk issues
Project duration	<ul style="list-style-type: none"> - Green Jobs for rural youth employment: 2019 - 2024 - Empowering youth at risk as resources for sustaining peace and community resilience: 2020 - 2023
Budget	<ul style="list-style-type: none"> - Green Jobs for rural youth employment: USD 6 million split between 3 countries (Sierra Leone, Zimbabwe & Timor-Leste) - Empowering youth at risk as resources for sustaining peace and community resilience: USD 3 million (USD 1,75 million for FAO)
Coordination with national authorities and external support agencies	
Institutional anchoring and relationships	Ministry of Agriculture and Forestry is the main government partner of the FAO, but the Ministry of Youth plays is the key counterpart on the projects mentioned.
Perspectives / partnership opportunities for future programming	<ul style="list-style-type: none"> - Opportunities for direct referrals might be limited considering the timing of the projects highlighted. However, opportunities for long-term collaboration between EU programming and FAO activities in Sierra Leone in the field of job creation and training in rural areas are significant. - IOM and FAO have already collaborated for the reintegration of returnees in other countries like Sudan.
Contacts	
Focal point(s)	Harding Wuyango, Assistant FAO representative
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Actor Fiche 7: International Fund for Agricultural Development (IFAD)

International Fund for Agricultural Development (IFAD)	
Country	Sierra Leone
Rural finance and value Chain Development	
Intervention area	Countrywide
Project name	Rural Finance and Community Improvement Program - Phase II Agricultural Value Chain Development Project
Main project objectives	<p><u>Rural Finance and Community Improvement Program - Phase II:</u></p> <ul style="list-style-type: none"> - Sustainable and autonomous rural financial institutions: consolidate and ensure the sustainability of 87 rural financial institutions - existing and planned - and provide the necessary technical support - Promotion of agricultural financial products through the Agricultural Finance Facility and the capitalization of the community banks <p><u>Agricultural Value Chain Development Project:</u></p> <ul style="list-style-type: none"> - Climate-resilient and smart agricultural production: support for smallholder rice and tree production and productivity - Agricultural market development: strengthening the business skills of Agri-Business Centers, farmers' organizations etc. and climate-resilient rural infrastructures.
Project duration	Rural Finance and Community Improvement Program - Phase II: 2013 - 2023 Agricultural Value Chain Development Project: 2019 - 2026
Budget	Rural Finance and Community Improvement Program - Phase II: USD 47 million Agricultural Value Chain Development Project: USD 102 million
Coordination with national authorities and external support agencies	
Institutional anchoring and relationships	The Ministry of Agriculture and Forestry is the executing organization and key government counterpart for both projects.
Perspectives / partnership opportunities for future programming	IFAD could offer key support to returnees willing to reintegrate in rural regions or start agricultural micro-businesses. Coordination with IFAD would open the way for returnees to benefit from rural financial services, agricultural trainings, and grants.
Remarks	
Other comments and lessons learnt	IFAD's projects mobilize large resources and aim at structural changes in rural areas. It is therefore a key actor to coordinate with targeting rural youth (employment, access to finance, agricultural skills, etc.)
Contacts	
Focal point(s)	Joseph Brima, IFAD representative in Sierra Leone
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Actor Fiche 8: United Nations Capital Development Fund (UNCDF)

United Nations Capital Development Fund (UNCDF)	
Country	Sierra Leone
Financial Development and Inclusion	
Intervention area	Countrywide
Project name	<ul style="list-style-type: none"> - Digital Financial Services in Sierra Leone - Freetown/Blue Peace Initiative (with ILO) - Inclusive Digital Economies - Strengthening Domestic Resources Mobilization for SDGs Financing
Main project objectives	<p><u>Digital Financial Services in Sierra Leone:</u></p> <ul style="list-style-type: none"> - Strengthen the financial sector and widen financial inclusion through digital financial services - Women, youth and MSMEs have improved access to digital financial services (credit and savings) - Regulator has strengthened institutional capacity to formulate and implement FinTech regulatory framework - Lessons and best practices about implementing FinTech innovations in Sierra Leone have been documented and disseminated <p><u>Freetown/Blue Peace Initiative:</u></p> <ul style="list-style-type: none"> - Pilot an innovative approach to financing service delivery by building the capacity of Freetown's local government to access needed resources for construction of infrastructure that would improve access to water. <p><u>Inclusive Digital Economies:</u></p> <ul style="list-style-type: none"> - To address pressing development challenges and harnesses digital transformation in all sectors in an inclusive manner - Inclusive digital Economy scorecards (https://ides.uncdf.org/) <p><u>Strengthening Domestic Resources Mobilization for SDGs Financing:</u></p> <ul style="list-style-type: none"> - Enhance government revenue collection - Increase domestic capital accumulation with expanded financial inclusion
Project duration	<ul style="list-style-type: none"> - Digital Financial Services in Sierra Leone: 2019 – 2022 - Freetown/Blue Peace Initiative: 2020 – 2022 - Inclusive Digital Economies: 2020 – running - Strengthening Domestic Resources Mobilization for SDGs Financing: 2020 - 2022
Budget	<ul style="list-style-type: none"> - Digital Financial Services in Sierra Leone: USD 1,5 million, mostly from the India, Brazil, South Africa Fund (IBSA Fund). - Freetown/Blue Peace Initiative: USD 1,5 million (UN Peacebuilding Support Office) - Inclusive Digital Economies: Not communicated - Strengthening Domestic Resources Mobilization for SDGs Financing: Not communicated
Coordination with national authorities and external support agencies	
Institutional anchoring and relationships	The Central Bank of Sierra Leone is key counterpart for UNCDF activities along with the ministry of Finances.

Perspectives / partnership opportunities for future programming	Although access to capital and financial services is a challenge for any Sierra Leonean, returning migrants face even more hurdles given their status. UNCDF could be associated to the reintegration ecosystem to adapt existing financial instruments or provide new ones adapted to returnees.
Remarks	
Challenges expressed	Financial services providers generally consider risky working with returnees considering their journey and lack of financial track record.
Other comments and lessons learnt	UNCDF is a key player in Sierra Leone in terms of financial services development and inclusion.
Contacts	
Focal point(s)	Wycliffe Ngwabe, Technical Specialist
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4. LIST OF DOCUMENTS COLLECTED AND EXPLOITED

Aside from the policies cited above and the documents related to all the above-mentioned projects, the following documents were exploited.

Organization / Author	Date	Title
IOM	2018	EU-IOM Joint Initiative's 1st Biannual Report March 2019
IOM	2019	EU-IOM Joint Initiative's 2nd Biannual Report November 2019
IOM	2020	Assistance to Voluntary and Humanitarian Return, Jan-Jun 2020; Profiles of migrants assisted to return to their country of origin, West and Central Africa
IOM	2020	EU-IOM Joint Initiative's 3rd Biannual Report July 2020
IOM	2020	EU-IOM Joint Initiative's 4th Biannual Report October 2020
IOM	2020	EU IOM Joint Initiative for Migrant Protection and Reintegration: Provision of cash assistance as part of reintegration support during the Covid-19 crisis in the Sahel and Lake Chad region
IOM	2021	Regional mobility mapping: West and Central Africa - January 2022
IOM	2021	Return and Reintegration Key Highlights 2021
IOM	2020 & 2021	Irregular migration routes to Europe: West and Central Africa
IOM	2022	Irregular migration toward Europe: Western Africa- Atlantic route
IOM	2021	Assistance to voluntary and humanitarian return 2017-2021; Profiles of migrants assisted to return to their country of origin, West and Central Africa
IOM	2022	Assistance to voluntary and humanitarian return 2017-2022; Profiles of migrants assisted to return to their country of origin, West and Central Africa
IOM	2020	Migration on routes within and from West and Central Africa DTM FMS Data 2019 Migration Protection and Assistance Division (MPA)
IOM -Samuel Hall- University of Sussex	2020	Mentoring returnees: study on reintegration outcomes through a comparative lens.
Save the Children and Mixed Migration Center	2018	Young and on the move in West Africa (https://mixedmigration.org/resource/young-and-on-the-move-in-west-africa/)
IOM	2021	<i>Etude de profilage et évaluation des besoins des migrants étrangers orpailleurs à Kolenda</i>
IOM	2020	Evaluation on reintegration activities in the Sahel and Lake Chad Region
EUDIF	2022	Diaspora engagement mapping Sierra Leone
World Bank	2017	Job Diagnostic Sierra Leone

World Bank	2021	Narrative for the Mapping output of Youth Programs in Sierra Leone
World Bank	2022	Leveraging SME Financing and Digitization for Inclusive Growth
World Bank	2021 2017	Findex reports
FMM West Africa	2017	Migration in The Gambia, a Country Profile 2017
Maastricht Graduate School of Governance	2017	Sierra Leone migration profile: study on Migration Routes in West and Central Africa
NCTVA	2022	2021 Survey report on Technical Vocational Education and Training (TVET) institutions for Sierra Leone
GFA Consulting Group - GIZ	2021	Proposal Development of a Comprehensive National Qualification Framework (NQF)
GIZ	2018	Diagnostic Study of the TVET Sector in Sierra Leone
Maryam Darwich - TVET Coalition	2018	Skills Needs Assessment: Initiative of the TVET Coalition of Sierra Leone
ILO	2020	Progress report: Enabling Environment for Sustainable Enterprises and promotion of business linkages between MNEs and local enterprises in Sierra Leone
TPSDE facility	2022	Sierra Leone Non-Financial Business Development Services to Micro, Small and Medium Enterprises - Assessment & Recommendations
UNCDF	2021	State of the Digital Financial Services Market in Sierra Leone, 2021 – Results from the UNCDF Annual Provider Survey
UNCDF	2022	Digital Financial Services in Sierra Leone - June 2022 - Final Evaluation
Danish Trade Union Development Agency	2020	Labor Market Profile Sierra Leone 2020
Center for Affordable Housing in Africa	2020	Sierra Leone Overview
Africa Growth Initiative - Coulibaly, Gandhi, Mbaye	2019	Job creation for youth in Africa: Assessing the potential of industries without smokestacks
Samppa Kamara	2019	State policy framework and entrepreneurial outcome in Sierra Leone
NoVo Foundation, BRAC, FHI 360	2019	Job Demand & Employment Market Analysis